



HIGHLIGHTS OF 2003

HISTORIC MILESTONES

The John W. Kluge Center at the Library of Congress officially opened on May 7, 2003, with a ribbon-cutting ceremony. Endowed by Metromedia president John Kluge, founding chairman of the James Madison Council, the center brings together the world's leading scholars on a rotating basis so they can use the Library's collections and can interact with public policy makers.

In 2003, the Center for the Book celebrated twenty-five years of championing reading promotion programs and literacy partnerships. The occasion was marked with a luncheon on December 11, 2002. A special proclamation honoring former Librarian of Congress Daniel J. Boorstin, the center's founder, was presented by the current Librarian of Congress James H. Billington. With the addition of Delaware, New Hampshire, and Rhode Island during 2003, the center now boasts a network of affiliates in all fifty states and the District of Columbia, as well as approximately eighty-five organizations that serve national reading promotion partners.

The cooperative online serials (CONSER), cataloging program celebrated its thirtieth anniversary in June 2003 at the American Library Association's Annual Conference in Toronto, Canada. Since then, CONSER has evolved from a project that converts manual serial cataloging into machine-readable records so it is now a cooperative database of more than 1 million high-quality bibliographic serial records.

Fiscal 2003 also marked the twentieth anniversary of the United States Newspaper Program. Since the early 1980s, the Library of Congress and the National Endowment for the Humanities have collaborated to fund and manage this program to locate, catalog, and preserve on microfilm all newspapers published throughout the United States. With programs in each of the fifty states, the District of Columbia, Puerto Rico, and the U.S. Virgin Islands, the program is projected to have cataloged nearly 200,000 newspaper titles and preserved more than 60 million pages of newsprint on microfilm by 2006.

In January 2003, the Librarian of Congress announced the first annual selection of fifty recordings to the National Recording Registry. Under the terms of the National Recording Preservation Act of 2000, the Librarian is responsible for selecting recordings annually that are “culturally, historically, or aesthetically significant.” From Thomas Edison’s early cylinder recordings to Bob Dylan’s *Freewheelin’*, an album on long-playing vinyl, the list recognizes many important firsts—technical, musical, and cultural achievements—in the history of recording in America.

SECURITY

In the aftermath of September 11, 2001 (9/11), and following the anthrax attacks on Capitol Hill, security of the staff, the collections, and the facilities remained the Library of Congress’s highest priority throughout the year. The Library also continued to provide Congress with timely information on important issues surrounding homeland security.

Congress approved a supplemental appropriation of \$7.4 million to the Library’s budget for security-related expenditures. The Library’s Security Office expanded its function to include emergency preparedness and led the cooperative effort to coordinate emergency communications between the Library and the Senate, House of Representatives, U.S. Capitol Police, Federal Emergency Management Agency, D.C. Emergency Management Center, and others. As an additional security measure, construction work continued on the Capitol Visitor Center, which will include a tunnel between the Capitol and the Library of Congress.

During the fiscal year, the Library made progress in implementing the remaining components of its security enhancement plan, a multiyear program of physical security upgrades. The new consolidated Police Communications Center, which integrates the Library’s upgraded intrusion detection and security monitoring systems, became operational in July 2003. An uninterrupted power source room was built, and equipment was ordered to support the Police Communications Center in the event of a power loss. Significant upgrades were also made to the Library’s firewall, which safeguards the Library’s valuable computer resources. Additional firewalls were implemented in several of the Library’s overseas offices. Working with other information technology professionals in the legislative branch, the Library constructed an Alternate Computing Facility in a remote location to mirror its high-priority system applications in case of a disaster on Capitol Hill.

DIGITAL PRESERVATION

Established in fiscal 2001, the Office of Strategic Initiatives (OSI) provides oversight for Library-wide digital initiatives and leads the national program to build a preservation network and infrastructure for the nation's important digital assets. OSI's major focus in fiscal 2003 was to continue planning for the National Digital Information Infrastructure and Preservation Program (NDIIPP). Funded by a fiscal 2001 appropriation of \$99.8 million from Congress, the NDIIPP has a goal of encouraging shared responsibility for the collection, storage, and preservation of digital content.

In October 2002, the Library submitted to Congress a plan titled "Preserving Our Digital Heritage: Plan for the National Digital Information Infrastructure and Preservation Program." The plan, which was approved in December, outlines the steps that the Library will take as it leads the effort to develop a digital preservation infrastructure consisting of a national network of committed partners, plus the technical architecture to support long-term digital collection, storage, and preservation. Concurrent with the plan's approval was the release of \$35 million to begin the program's next phase: a call for project applications that will develop and test models for the collection of at-risk and historically significant materials for which no analog equivalent exists. Finalists will be selected early in calendar year 2004.

INTERNET RESOURCES

At year's end, 8.5 million American historical items were available on the Library's Web site. In fiscal 2003, seven new multimedia historical collections were added to the American Memory Web site, bringing the total to 123 collections. Seven existing collections were expanded by more than 344,000 digital items. In addition, five new Library exhibitions were mounted on the Library's Web site, bringing the total to forty-seven. Content was added to the Library's Global Gateway Web site, which is a portal to the Library's unparalleled international resources, and to America's Library at <<http://www.americaslibrary.gov>>, which is the Library's popular Web site for families. In October 2002, the Wise Guide, a portal to the Library's main Web site, was launched to introduce newcomers to the many fascinating and educational resources available from the Library. Since its inception, the Wise Guide has been refreshed monthly, much like a magazine, with links to the best of the Library's online materials.

Use of the Library's online computer resources continued to increase. During the fiscal year, more than 2.6 billion transactions (or "hits") were recorded on all of the

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Library's computer systems. The Library's Online Public Access Catalog recorded an average of more than 30 million transactions a month in fiscal 2003—up from 24 million a month in the previous year. The public legislative information system known as THOMAS continued to be a popular resource, with approximately 10 million transactions logged on average each month. Use of the American Memory collections increased from nearly 39 million a month in fiscal 2002 to nearly 47 million a month in fiscal 2003. During the year, America's Library logged an average of more than 15 million transactions a month—up from 13 million a month during the previous year.

FINANCIAL MANAGEMENT

In February 2003, the accounting firm of Kearney & Company issued an unqualified “clean” audit report on the Library's fiscal 2002 consolidated financial statements, which was the seventh consecutive “clean” audit opinion issued to the Library. Kearney & Company also issued unqualified audit opinions on the 2002 financial statements of the Madison Council, National Digital Library, and Cooperative Acquisitions Program.

COLLECTIONS

The Library receives millions of items each year from copyright deposits; from federal agencies; and from purchases, exchanges, and gifts. During the year, the size of the Library's collection grew to nearly 128 million items, an increase of 1.7 million over the previous year. This figure included more than 29 million cataloged books and other printed materials, 57 million manuscripts, 13.7 million microforms, 4.8 million maps, more than 5 million items in the music collection, 2.7 million audio materials, and 13.9 million visual materials (photographs, posters, moving images, prints, and drawings). The Library circulated nearly 1.3 million items throughout the institution in response to patron requests.

The Library's off-site storage facility at Fort Meade, Maryland, opened in November 2002 with an estimated capacity to house 1.2 million items in an excellent preservation environment. The first module was designed to house items in book format (monographs and bound periodicals). By the close of the fiscal year, 653,783 volumes had been transferred. During the year, the facility received a daily average of sixteen requests for item retrieval and reported a 100 percent retrieval rate. Planning continued for the

National Audio-Visual Conservation Center (NAVCC) in Culpeper, Virginia, scheduled to open in 2005. The facility will house the Library's recorded sound, videotape, safety film, and nitrate film collections.

Significant acquisitions during the fiscal year included the oldest known Indian book that is intact, a birchbark scroll that is written in Gandhari on Buddhist psychology and that dates from as early as 200 B.C., and a complete set of Curtis's *Botanical Magazine*, a landmark of botanical literature and natural history illustration. Both were made possible by gifts from the Madison Council and others. In 2003, the Library completed the purchase of the only known copy of the first map to use the name "America," which was by cartographer Martin Waldseemüller. Funds for the purchase were supplied by appropriated funds from Congress and private contributions from the Discovery Channel, Madison Council member Gerry Lenfest, and others. In addition, by year's end the Library's Veterans History Project had received more than 40,000 items documenting the experience of the nation's veterans and their families.

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During the year, the Library also acquired the following significant items and collections:

- Important acquisitions for the Library's Chinese collections, including 9,012 monograph volumes, 15,444 issues of Chinese serials, and 192 reels of Chinese microfilm in targeted subject areas.
- *Bibliothèques des Enfants*, issued by John Marshall in the early nineteenth century, which was the first, and probably only, printing of a very rare miniature library for English children learning French.
- Microfilm and digital copies of 4,000 pages of manuscripts from Timbuktu, Mali, which were exhibited at the Library of Congress from June 24 through September 3.
- Significant manuscript acquisitions including the papers of former national security adviser Zbigniew Brzezinski, former acting special White House counsel Leonard Garment, film and stage director Rouben Mamoulian, historian Carter G. Woodson, and nearly 1 million items from the papers of the late Representative Patsy Mink (D-Hawaii).

- An extremely rare relief model of Utah Beach, which had been used in the preparations for the amphibious D-Day landing at Utah Beach, Normandy.
- Original kinescope collection from the *Ed Sullivan Show*, the seminal American television variety program (1948–1971).
- A unique collection of audiotape interviews with Alice Roosevelt Longworth, the outspoken daughter of President Theodore Roosevelt, with the interviews conducted by the late Michael Teague.

The Library marked the acquisition of its first major digital collection—the September 11 Digital Archive at <<http://www.911digitalarchive.org>>—a joint project of the City University of New York Graduate Center’s American Social History Project/Center for Media and Learning and George Mason University’s Center for History and New Media. The Library also acquired several subscription online databases, including Web of Science (1997 to date) that provides unprecedented subject access to more than 8,000 scholarly journals worldwide.

NATIONAL BOOK FESTIVAL

Building on the success of the inaugural National Book Festival in 2001, the Library organized and sponsored a second annual National Book Festival on October 12, 2002, on the West Lawn of the U.S. Capitol and the National Mall. Hosted once again by First Lady Laura Bush, the event drew a crowd of more than 40,000, including Lyudmila Putin, Russia’s first lady, who expressed the intention of hosting a similar festival in her country.

This year’s event, which was free and open to the public, featured more than seventy award-winning authors, illustrators, and storytellers, including mystery writers Mary Higgins Clark and David Baldacci, storytellers Carmen Deedy and Waddie Mitchell, and poets Billy Collins and Luci Tapahonso. Historian and author David McCullough delivered the concluding address in the History and Biography Pavilion. In addition to author readings and book discussions, the festival featured presentations by storytellers; book sales and signings; appearances by children’s storybook characters; a conservation clinic with demonstrations and free advice on preserving books, family letters, and albums; and performances representing a wide range of America’s musical traditions. Players from the National Basketball Association’s and the Women’s National Basketball

Association's "Read to Achieve" campaign, including Jerry Stackhouse, Stacey Dales-Schuman, Bob Lanier, and Tamika Williams, also participated. All fifty states, the District of Columbia, and the trusts and territories participated in the new Pavilion of the States, which provided information on state's reading promotion programs, local book festivals, and famous state authors.



CONGRESSIONAL RESEARCH SERVICE

THE CONGRESSIONAL RESEARCH SERVICE (CRS), the research and analytical arm of the U.S. Congress, works exclusively and directly for Congress by providing research that is reliable, timely, objective, nonpartisan, and confidential. Throughout the year, CRS continued to improve its service to Congress by anticipating the legislative needs of Congress, by providing immediate access to research and analysis on the CRS Web site, by creating or revising new products and formats to deliver the most relevant and up-to-date analysis and information on current legislative issues, and by making analysts available for consultations and briefings. During fiscal 2003, CRS delivered more than 875,000 research responses to Congress.

While continuing to provide Congress with legislative assistance, CRS implemented major technology and management initiatives, including planning for a reengineering of the provision of CRS information services; refining internal communications; strengthening outreach; improving Web services; enhancing CRS technology to make it more secure, sophisticated, and efficient; and recruiting staff members to fill key research analyst and information technology positions, as well as diversifying the CRS workforce.

LEGISLATIVE ASSISTANCE

Congress requested assistance from CRS as it confronted numerous public policy issues emanating from the war with Iraq and from preparations for enhanced homeland security.

War with Iraq

U.S. involvement in Iraq—the diplomatic activities and military preparations leading up to the war, the war itself, and the war’s aftermath—dominated the congressional foreign affairs and defense agenda during the year. Analysts conducted briefings for individual members of Congress and congressional staffs concerning diplomatic, military, and

postwar issues; assessed the Bush administration's new national security strategy; and briefed members of Congress and their staffs on the congressional joint resolution authorizing the president to use force against Iraq. CRS attorneys responded to queries on war powers, on declarations of war, and on the preemptive use of force under international law. CRS organized a seminar on the Iraq situation so it could bring together leading scholars and policy analysts for an in-depth discussion and exchange.

As military action began, CRS analysts conducted numerous briefings for individual members and addressed issues such as Iraq's alleged weapons of mass destruction, U.S. efforts to change the Iraqi regime, and the United Nations oil-for-food program. As a current awareness service to Congress, CRS also tracked significant events on a daily basis.

The postwar needs of Iraq for humanitarian and reconstruction assistance, plus the role of the international community and the United Nations, were also topics of concern to Congress. Analysts at CRS responded to a high volume of requests on Iraq's economy and foreign debt and then reported on issues relating to the size of Iraq's foreign debt and on whether the United States can lend money to Iraq during the occupation period because it expects future Iraqi governments to repay the loans.

Homeland Security and the Potential for Terrorism

Homeland security and terrorism remained key issues for Congress. To assist Congress, CRS continued its service-wide, coordinated response that drew on its wide range of expertise.

Following final passage of the Homeland Security Act (PL 107-296), Congress focused on homeland preparedness. Analysts for CRS examined the human resources program development required by the act, analyzed management positions created by the act, and developed a comprehensive organization chart that identified and highlighted statutory requirements for congressional staff members who monitor the establishment of the Department of Homeland Security (DHS). As Congress began oversight activities pertaining to this new government agency, CRS provided assistance on procedural and jurisdictional questions to committee staff members, as well as briefings on the operational and organizational aspects of DHS. Anticipating the subsequent intense demand for information and analysis on new or expanded programs related to homeland security, CRS reported on questions such as emergency management funding, federal disaster recovery programs, and federal assistance programs that aid state and local governments in terrorism preparedness.

Analysts provided close support to House and Senate committees that were considering modifications to state homeland security grants, which included analyses and projec-

tions of alternative risk-based formulas for allocating such grants, with special attention given to the amounts that each state would receive under the various proposed formulas. CRS also reported on federal assistance, funding, and business opportunities relating to federal homeland security activities.

With terrorism a continuing concern, CRS kept current an electronic briefing book on terrorism written by multiple authors. Analysts briefed members and their congressional staffs and continued to work closely with key committees on issues related to terrorism: terrorism financing, the State Department's list of designated terrorist organizations, terrorist motivations for suicide attacks, al Qaeda and the Iraq war, and disincentives for the use of chemical and biological weapons.

Bioterrorism and Public Health

CRS specialists and analysts across several divisions worked as a team to support congressional staff members and committees about issues related to protecting the public's health. The support was in response to the first full year of implementation of the Homeland Security Act and the Public Health Security and Bioterrorism Preparedness and Response Act (PL 107-188). The CRS staff supported Congress by responding to requests for expertise and by monitoring activities within the new Department of Homeland Security and the Department of Health and Human Services. The team addressed other issues of interest to Congress, including the smallpox vaccination program, smallpox vaccine compensation, and the public health system's ability to respond to health threats posed by chemical and biological agents.

Border and Transportation Security

Congressional interest in border and transportation security issues remained high during the 108th Congress. The CRS border and transportation security team briefed committee staff members, provided assistance with oversight hearings, and maintained a broad range of analytical reports. CRS responded to queries related to the fiscal 2004 appropriations for specific components of border and transportation security: port security, aviation security, air cargo security, and Operation Liberty Shield.

Continuity of Congress

CRS prepared a comprehensive assessment of both potential constitutional amendments and measures that could be implemented quickly, such as rule changes that would provide for emergency delegates in the Committee of the Whole and for the prior designation of interim members in the House of Representatives in the event of a



CRS experts routinely provide in-person consultations on a wide range of public policy issues. (Photo by Jim Saah)

catastrophic attack on Congress. Analysts assisted in planning for House and Senate hearings on constitutional amendments and on proposed legislation requiring the expedited conduct of special elections in the event of the death or incapacitation of large numbers of members of Congress.

Critical Infrastructure Security

Drawing on CRS's expertise in chemistry, biology, physics, political science, government reform, and information technology, CRS provided a wide range of support to Congress on the issue of access to and restrictions on scientific data in the context of homeland security. An interdivisional team of CRS's experts addressed congressional concerns and legislation pertaining to security and the protection of assets critical to U.S.

infrastructure: communications systems, oil and gas pipelines, electrical power grids, and highway systems. The team provided in-person briefings, witness lists for hearings, and other support for Congress.

Immigration and the Department of Homeland Security

The CRS immigration team analyzed how legislation to create the DHS related both to existing legislation to restructure the Immigration and Naturalization Service (INS) and to the roles of the Department of State and the Department of Justice in issuing visas. Immigration specialists worked closely with CRS homeland security teams engaged in a cross-cutting analysis. The immigration team participated in member and staff briefings and reported on guest workers, H-1B and L visas, inclusion of immigration provisions in the free trade agreements, and other issues concerning temporary workers. CRS attorneys participated on interdivisional teams about homeland security and immigration enforcement and then contributed to analyses examining consolidation and reorganization within DHS and to studies on detention and search authority.

Legal Ramifications of Antiterrorism Enforcement

Attorneys for CRS provided legal analysis concerning the constitutional ramifications of the use of military tribunals for trying noncitizens associated with terrorism. Attorneys worked extensively with Senate and House members and committees on a wide range of issues relating to terrorism, including the USA Patriot Act (PL 107-56), the Foreign Intelligence Surveillance Act (PL 95-511), and the role of the Federal Emergency Management Agency. Other legal questions pertained to the respective roles and authorities of law enforcement and the intelligence community in responding to terrorism, domestic preparedness in the event of terrorist attacks, and investigative techniques authorized for use by law enforcement and the intelligence community in deterring or responding to terrorist attacks.

Other highlights of CRS's legislative support throughout the fiscal year reflect domestic and international topics of concern to Congress.

Agriculture

CRS continued to support the legislative and oversight work of Congress on many issues associated with federal food and farm policy. This support encompassed agricultural research, farm commodity programs, domestic and international trade and aid, food issues, soil and water conservation, farm income and credit, and rural development. Analysts worked closely with authorizing and appropriations committees and with

individual members throughout the year on complex and often controversial bilateral and multilateral agricultural trade negotiations, plus related implementing legislation. The war on terrorism heightened congressional interest in food security, bioterrorism, and international food aid. CRS responded with research products, briefings and seminars, and entries in the electronic briefing book on agriculture policy.

Economic Conditions

The state of the economy was at issue throughout the year. CRS economists continued a regular series of seminars on the state of the nation's economy, as well as customized briefings for committee staff members in preparation for the semiannual monetary policy hearing with the chairman of the Federal Reserve Board. Analysis of macroeconomic issues of concern to Congress included a retrospective assessment of the following: the economic effect of the terrorist attacks on 9/11, studies of the recent boom in housing prices and the possible economic consequences of housing price bubbles, central bank independence and its connection to economic performance, and renewed deficit spending and the growth of the national debt. Other studies included examinations of lagging employment indicators—the so-called jobless recovery—plus comparisons with previous economic cycles, changes in productivity growth, and the importance of saving and investment to future economic growth. Increased congressional interest in rising federal deficits and in the growing trade deficit generated analyses of the effect of deficits on interest rates, proposals to reintroduce the thirty-year bond, assessments of the strength of the dollar in trade and foreign exchange areas, and the exchange rate of China's currency.

Energy: Policy, Infrastructure, Security, and Reliability

Omnibus energy legislation provided the focus for congressional energy action throughout 2003. CRS tracked the energy bill and prepared an overview as a framework for understanding the debate. After both houses passed legislation, CRS assisted in comparing the bills. Throughout the year, energy analysts responded to numerous requests for assistance regarding motor vehicle fuel economy, possible oil and gas leasing in the Arctic National Wildlife Refuge, subsidies for a proposed Alaskan natural gas pipeline, alternative fuels, nuclear accident liability, and global climate change.

Security and reliability of the nation's energy infrastructure continued to be a focus of Congress, especially after the electricity blackout in the northeastern and midwestern United States in August 2003. CRS reported on reliability of the nation's electrical grid and other issues through its electronic briefing book on electric energy restructuring.

The war in Iraq heightened concerns about Middle East petroleum supplies and oil price spikes. Before the war, CRS reported on the potential effects of the Iraq situation on world oil supplies and on U.S. options for a short-term response to disruptions in oil supplies. CRS kept Congress updated as the situation unfolded.

Medical Malpractice Insurance and Liability

CRS economists assisted members and their staffs in responding to sharp rises in the cost of medical malpractice insurance. Analysts addressed the role of the federal government in insurance regulation and the basic economics of medical malpractice insurance. CRS provided an analytical review of previous cyclical experiences in the insurance industry and limited antitrust exemptions that are available to insurers.

Congress asked CRS to examine H.R. 5, the malpractice liability bill, concerning caps on punitive damages and noneconomic damages in the laws of the fifty states. Attorneys analyzed a proposed amendment to a bill that would provide immunity from medical malpractice liability to hospital and emergency departments that treat uninsured individuals pursuant to the Emergency Medical Treatment and Active Labor Act (EMTALA, PL 99-272).

Medicare and Prescription Drugs

Medicare legislation was the focus of considerable congressional deliberation. Both houses passed versions of Medicare reform. CRS contributed research on the three major issues that continue to dominate the debate: the role of private insurers in the overall structural reform of the program, the addition of prescription drugs to the program's covered benefits, and the extent to which payments to providers of health care services should be increased in future years. CRS reported on specific issues within those broad areas, such as drug pricing policies for a new benefit, as well as the interaction between a new Medicare drug benefit and coverage under Medicaid and state pharmaceutical assistance programs.

Space Program

Immediately following the disaster of the Columbia Space Shuttle, CRS began researching the accident and its policy implications for Congress. Analysts responded to numerous requests regarding the funding of NASA and the space shuttle and worked closely with House and Senate committees to address issues stemming from the accident, including the future of the space shuttle and of the U.S. space program.

Trade

CRS analysts responded to numerous requests from individual members and committee staffs for briefings and research on U.S.-Latin American trade, U.S.-Mexican trade, causes and consequences of trade deficits, and proposals for a U.S.-Chile free trade agreement. The latter was approved in June 2003. Broader questions related to free trade agreements, their effect on U.S. trade, and their implications for U.S. trade and labor policies. Proposed free trade agreements with Singapore and Chile, as well as the U.S.-Central America free trade agreement, were frequent topics. CRS also provided research and analysis on Russia's accession to the World Trade Organization (WTO), negotiations for the U.S.-Morocco free trade agreement, and negotiations for the U.S.-Australia free trade agreement. CRS's trade specialists briefed House and Senate committees on the Export-Import Bank and the WTO meeting in Cancún, Mexico, in September 2003.

TECHNOLOGY INITIATIVES

Among other modifications to technology in fiscal 2003, CRS refined and increased its Web services in response to the growing needs of Congress for electronic transfer of analysis and information. Improvements to the Legislative Information System included redesign of search features and more timely updates. Infrastructure security and reliability were also enhanced.

Web Services

The CRS Web site continued to be a valuable tool for Congress, and its use increased by 10 percent in fiscal 2003. A wide range of services is offered on the Web site, including the full text of all CRS reports; the phone numbers and e-mail addresses of CRS's issue area experts; the status of appropriations with links to CRS appropriations reports, bills, and committee reports; the links to reference sources needed by legislative staff members; and the ability to send requests for research and analysis electronically.

CRS's Current Legislative Issues (CLI) system, which is accessible to Congress from the CRS Web site's home page, supported the immediate analytical and information needs of the 108th Congress in 160 policy areas that had been identified by the CRS research staff as being especially active and of current importance to Congress.

At the end of the fiscal year, the CLI system featured approximately 900 research products. More than 300 new products were added to the system during the year to augment or replace existing products. All products were maintained to reflect significant policy developments. In a successful pilot project, electronic access to relevant and authoritative

information resources was provided through a page on primary research sources, which was released shortly after the major blackout of August 2003 and focused on electricity reliability.

Another new feature was an extensive legislative tracking service covering legislation relating to Iraq. By the end of the fiscal year, the service reported on about 150 legislative measures. The CLI system was used on occasion to facilitate the contribution of CRS's expertise in situations requiring immediate attention of Congress on an unanticipated basis. This contribution was accomplished on the CRS Web site by calling special attention to authoritative CRS products and expertise in areas such as the U.S. space program following the disaster of the Columbia Space Shuttle, the electricity reliability immediately after the August 2003 blackout, and the effects of Iraq-U.S. war.

The CRS Web site now has an enhanced search engine that is designed to find and display the most relevant CRS material on initial results screens. CRS staff members monitor the search terminology used most frequently by clients, and they adjust the system continuously to ensure that the reports most related to those research requests appear before the others.

Reflecting the growing use of video on the Web, CRS produced live Webcasts, as well as video recordings, of seminars on various key legislative issues, including the war in Iraq, the effects of tax reform, and the military personnel system. Those seminars are also Web accessible at any time on the CRS multimedia page and are edited with annotations allowing staff members to directly access the portion of the program that covers topics of concern, without having to view a program in its entirety.

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Information Infrastructure Security and System Reliability

Information infrastructure security and system reliability continued to be a major focus of CRS's technological support. CRS initiated a contract to review and enhance its security policies and procedures, enhanced the log-on security required for CRS systems, improved the management of servers and workstations to ensure that they had the latest security patches and upgrades, acquired and installed additional firewalls to provide greater "defense in depth," continued vulnerability assessments, and developed an intrusion detection system. CRS worked with the Library to develop plans for backup systems to be located at the congressional Alternate Computing Facility (ACF). When fully implemented, ACF will ensure CRS's ability to serve Congress even if the Madison Building is unavailable.

Legislative Information System

Use of the Legislative Information System (LIS), the online retrieval system that provides Congress with accurate and timely information on bills, was up 20 percent in fiscal 2003. In response to user requests and needs, the LIS team made a number of enhancements to the system, including the redesign of search pages for LIS databases through a user-centered design process. New bill displays were added, and plans were begun for improved quality control of reports, logs of retrieval patterns, and e-mails. CRS created an eleven-minute video, "How to Use LIS." The LIS team put the infrastructure in place to use electronic mailing lists for Capitol Hill-wide notices of daily updates to LIS data and for advance notices of system downtime. The team continued to support users through LIS mail, answering more than 600 questions during the fiscal year. CRS's enhancement to LIS summaries of bills included the completion of a new system for creating and uploading those summaries to the Web, thereby making the assignment and management of this workload more efficient.

MANAGEMENT INITIATIVES

Management initiatives included the following: planning to better anticipate the research needs of Congress, refining internal communications procedures, strengthening outreach to new members and their congressional staffs, and expanding recruitment and selection practices to increase diversity among CRS staff members.

Forecasting for the Future

CRS completed a final report for the "Forecasting for the Future" study, which examined what the roles of information specialists are and how CRS can—in the future—solidify and strengthen its ability to respond to the information needs of both congressional clients and CRS analysts. The report provided options for the efficient and effective organization of CRS work and resources. Recommendations focused on organizational structure and staffing, as well as on implementing the recommendations. The major emphasis is on a change from a client-based organizational structure to a function-based structure to provide better service. Upon completion of the report, CRS established task forces to study ways of implementing a plan to create the Knowledge Services Group (KSG). The KSG will consist of three components: Specialist Consultancy, Information Services, and Technology Planning.

Communications

CRS implemented a number of recommendations to improve internal communications. It established a Communications Advisory Team, it created and implemented a system to provide direct contact between the director (and deputy director) and the staff through monthly informal brown-bag lunches and through participation in division and office meetings, and it initiated an internal newsletter. Other activities included establishing the following: a CRS Activities Committee to coordinate activities; Tuesday Morning Update, a weekly e-mail and intranet news service for business messages and operational all-staff messages; and mechanisms for better communication between the Research Policy Council (senior management) and staff members.



Experts from CRS work collaboratively as they respond to urgent congressional requests for analysis and research. (Photo by Jim Saah)

Outreach

CRS's outreach to Congress included a number of efforts to acquaint members and their staffs with the full range of CRS's services. One of the most successful seminars was "Legislative Issues and Procedures: The CRS Seminar for New Members," which was held in Williamsburg, Virginia, at the beginning of the 108th Congress for new members of the House of Representatives. CRS also participated in the April 2003 House Services Fair, at which hundreds of congressional staff members received information about CRS services. CRS analysts provided short, informative briefings on services and products to 130 House and Senate offices at their regularly scheduled staff meetings. Those briefings proved to be a highly successful new format for answering questions about how CRS can help with their research, analysis, and information needs. In the spring, CRS analysts held midsession legislative updates in each chamber, allowing one-on-one discussions with congressional staff members about public policy issues on the congressional agenda. In fiscal 2003, nearly 6,000 congressional members and members of their staffs attended programs on the legislative process, on the budget process, and on legal and public policy issues. The relatively new system of Web-based notification system (an e-mail discussion group) continued to grow, enabling members of the congressional audience to receive notifications about CRS's programs at their desktops.

Recruitment and Selection

In fiscal 2003, CRS continued its efforts to fill key research analyst and information technology positions, expanded its participation in various minority recruitment and hiring programs, provided training and professional development opportunities for all categories of staff members, and recognized those staff members who made superior contributions toward the accomplishment of the CRS mission. The workforce development staff expanded its efforts for student diversity partnerships by including two new programs: the Asian Pacific American Institute for Congressional Studies Intern Program and the Washington Center's Native American Leadership Program. With the addition of those two programs, CRS now has representation in its student diversity partnership program from each federally recognized minority group. CRS also hosted fifteen internships through partnerships with several student diversity programs, including the Hispanic Association of Colleges and Universities, the Atlanta Consortium of Historically Black Colleges and Universities, and the Asian Pacific American Institute for Congressional Studies.

Capstone Programs

CRS continued to pursue research partnership efforts with public policy schools so it could provide additional assistance to Congress on appropriate topics. Analysts worked with graduate students and faculty members to complete three projects with the LBJ School of Public Affairs at the University of Texas on “the Internet divide,” transportation issues, and urban sprawl. They entered agreements for three additional projects for the coming year. CRS also worked with three graduate student project groups at the Maxwell School at Syracuse University and developed an immigration project with Columbia University.



COPYRIGHT OFFICE

DURING FISCAL 2003, the Copyright Office continued to administer the U.S. copyright laws and to provide legal and policy assistance for Congress and the executive branch to ensure that the nation maintains a strong and effective copyright system—one that serves both owners and users of copyrighted works. The office continued major initiatives to reengineer its core business processes and to implement technology that will increase its efficiency and the timeliness of public services.

COPYRIGHT LAW ADMINISTRATION

The mission of the Copyright Office is to administer and sustain an effective national copyright system. Congress enacted the first copyright law in May 1790. In 1870, it established a centralized national copyright function in the Library of Congress to register copyright claims and to receive deposit copies in a single location. Registration and deposit of works for copyright protection has served two important purposes: to create a public record as legal evidence and to enrich the collections of the Library of Congress for the benefit of the American people.

Recovery from Postal Disruption

The anthrax-related postal disruption that began in October 2001 continued to affect the Copyright Office's mail processing in fiscal 2003. Between March and July 2002, the office received nine months of delayed mail. Mail delivered after that date and into fiscal 2003 accumulated while the office processed the initial batch of delayed mail. Subsequent mail irradiation treatment and off-site screening also slowed delivery.

Budget uncertainty in the early months of fiscal 2003 delayed office actions to process the backlog of received mail. When the budget for fiscal 2003 passed, the office was able to focus additional resources on mail processing.

The mail disruption created a number of other challenges: a significant increase in inquiries by mail, phone, and e-mail; record amounts of undeliverable mail, uncollectible checks, and stale-dated checks; duplicate filings requiring reconciliation; and thousands of “no reply” correspondence cases to be closed. Cases were held open past their 120-day limit to allow time for replies to be delivered. Work progress in all those areas neared normal at the end of the fiscal year.

Registration and Recordation

During the year, the Copyright Office received 607,492 claims to copyright, which covered more than a million works. Of those, it registered 534,122 claims.

The office reduced the registration workload it had on hand by nearly a third during the course of the fiscal year and was able to issue a certificate in ten weeks for a majority of claims.

The Copyright Office’s electronic registration system processed more than 21,000 full electronic claims for textual works and music. The office recorded 16,103 documents covering more than 300,000 titles, and the online public record grew with the cataloging of 543,105 registrations.

Contributions to Library of Congress Collections

Registrants of claims to copyright generally send two copies of their work to the Copyright Office, and those copies are made available to the Library of Congress for its

The Americana collections of the Library of Congress have been created largely through the copyright system.

collections. As a result, the Americana collections of the Library of Congress have been created largely through the copyright system. Every year the Copyright Office transfers to the Library nearly 1 million copies of works in all formats. In fiscal 2003, the Copyright Office forwarded 962,119 copies of works with a net worth of \$33,709,004 to the Library of Congress for its collections and its exchange programs, including 491,219 pieces that were received from publishers under the mandatory deposit provisions of the copyright law.

Statutory Licenses

The office examined 17,355 filings from cable operators, satellite carriers, and manufacturers and importers of digital audio recording devices and media, and it processed claims to the various royalty pools. The Licensing Division collected more than \$200 million in royalty fees (almost 95 percent received through electronic funds transfer) and dis-

tributed royalties totaling \$65,590,435. The remainder of the collected funds will be distributed in future royalty proceedings.

Public Information

The Copyright Office responded to 371,446 requests for direct reference services. Correspondence by e-mail increased by almost 29 percent from the previous year (from 57,263 to 73,643) as a result of increased public comments on rulemakings and of easier e-mail access using the office's Web site.

The site played a key role in disseminating information to the copyright community and the general public. Sixteen million hits were logged during the year, which represents a 23 percent increase over the previous year. The office electronically published thirty-six issues of NewsNet, a source of news about the office and copyright, for 5,435 subscribers.

Regulatory Activities

The Copyright Office issued a number of final, interim, or proposed rules during this period. Those rules addressed (1) notices of termination of transfers and licenses covering the extended renewal term and changes introduced by the Sonny Bono Copyright Term Extension Act of 1998; (2) the form, content, and manner for serving notices of termination to owners of copyright transfers or licenses that were granted during or after 1978; (3) a cost-of-living adjustment for performance of musical compositions by colleges and universities; and (4) a waiver of the existing regulation for filing claims for cable, satellite, and digital audio recording technology (DART) royalty fees, resulting from the postal disruption, to allow for online submissions.

The office also completed the bulk of the work in the second triennial rulemaking as described in 17 *U.S. Code* 1201. That endeavor determined whether any particular class of copyrighted works should be exempted from the protection afforded by a prohibition stating that technological protection measures that limit access to such works cannot be circumvented.

CONGRESSIONAL TESTIMONY

The Copyright Office provided advice and expert testimony to Congress on copyright matters and proposed copyright legislation. The office also undertook studies and provided authoritative reports on current issues affecting copyright. During fiscal 2003, the Register of Copyrights testified at four congressional hearings, and the Copyright Office's general counsel represented the Register at another.

Broadcast Flag

On March 6, 2003, the House Subcommittee on Courts, the Internet, and Intellectual Property held a hearing on the use of “broadcast flags.” During fiscal 2003, the Federal Communications Commission considered a proposal to use a broadcast flag to regulate devices that receive digital television broadcasts. Incidentally, a flag is a few bytes of information appended to a digital television signal. The flag tells a compliant device that the broadcast is protected by copyright and indicates whether the content may be copied or retransmitted.



Register of Copyrights Marybeth Peters presents a copy of the new edition of Copyright Law of the United States to Representative Lamar Smith (R-Tex.), Chairman of the House Subcommittee on Courts, the Internet, and Intellectual Property. (Photo by Charles Gibbons)

In her testimony, the Register of Copyrights clarified the relationship between the broadcast flag proposal and important principles of copyright law, including fair use. She indicated that television producers have grounds for concern that the transition to digital broadcasting could bring massive piracy in much the same way that recording artists experience pirating of their work by file-sharing services.

Copyright Royalty and Distribution Reform Act of 2003

On April 1, 2003, the House Subcommittee on Courts, the Internet, and Intellectual Property held a hearing on the Copyright Royalty and Distribution Reform Act of 2003 (H.R. 1417). Copyright Arbitration Royalty Panels (CARPs) are ad hoc panels composed of arbitrators who decide royalty rates and distributions. Such panels have been operating under the auspices of the Copyright Office and the Library of Congress since Congress eliminated the Copyright Royalty Tribunal (CRT) in 1993. The act was introduced on March 25, 2003, and would replace CARPS with three full-time independent copyright

royalty judges, who are appointed by the Librarian of Congress. The act would also make a number of other changes regarding rate adjustment schedules, fees, and authority of copyright royalty judges.

State Sovereign Immunity and the Intellectual Property Protection Restoration Act

On June 17, 2003, the House Subcommittee on Courts, the Internet, and Intellectual Property held a hearing on the Intellectual Property Protection Restoration Act of 2003 (H.R. 2344). This bill addresses issues raised by two 1999 rulings in which the Supreme Court determined that the doctrine of sovereign immunity prevents states from being held liable for damages for violations of the federal intellectual property laws, even though states enjoy the full protection of those laws. Under current copyright law, copyright owners are unable to obtain monetary relief against a state, state entity, or state employee unless the state waives its immunity. The Register testified that the ability of copyright owners to protect their property and to obtain relief when their rights are violated is central to the balance of interests in the Copyright Act. The Register noted that making copyright owners endure future infringements under the umbrella of state sovereign immunity without the ability to recover damages dilutes the incentive for authors to create and disseminate works for the benefit of the public.

Peer-to-Peer Networks

On September 9, 2003, the Senate Committee on the Judiciary held a hearing on “Pornography, Technology, and Process: Problems and Solutions on Peer-to-Peer Networks.” The underlying issue in peer-to-peer network piracy is file sharing, which entails unauthorized distribution and copying of copyrighted works. File sharing enables widespread distribution of copyrighted material without royalties being paid to the creators.

In her testimony, the Register defended section 512(h) of the Copyright Act, which became law with the passage in 1998 of the Digital Millennium Copyright Act (DMCA). This provision permits copyright owners to obtain subpoenas from clerks of U.S. district courts to require an Internet service provider to provide information identifying alleged infringers.

The Register described the DMCA as a carefully crafted and balanced bargain that uses the incentives created by preexisting doctrines and by enlightened self-interest to encourage all stakeholders to work cooperatively so they realize the potential of the Internet while respecting legal rights. She said that the law is unambiguous: using peer-to-peer networks to copy or distribute copyrighted works without permission is

infringement, and copyright owners have every right to invoke the power of the courts to combat such activity.

Database Protection

The Copyright Office's general counsel testified on the Register's behalf on September 23, 2003, before a joint hearing before the House Subcommittee on Courts, the Internet, and Intellectual Property and the House Subcommittee on Commerce, Trade, and Consumer Protection. The topic was the Database and Collections of Information Misappropriation Act of 2003 (H.R. 3261), which prohibits anyone from making commercially available to others a substantial part of the information in a database that has been generated, gathered, or maintained by another party, without the authorization of the copyright holder or that holder's licensee.

The legislation is intended to protect databases, which can easily be copied and disseminated using today's digital and scanning capabilities. Without legislation to provide this protection, publishers are likely to react to the lack of security either by investing less in the production of databases or by disseminating them less broadly. The result would be an overall loss to the public's access to information.

The general counsel reiterated the Register's recommendation to restore—under suitable constitutional power—the general level of protection once provided under the copyright doctrine of “sweat of the brow” (investment of significant effort), with flexibility for uses that are in the public interest and are similar to the doctrine of fair use in copyright law.

OTHER LEGISLATION

A number of key pieces of legislation affecting the Copyright Office were enacted during the fiscal year. The Copyright Office continued to review all copyright legal cases that had been filed and in which the Register or Librarian of Congress is a party, plus cases where the Register has the right to intervene. The Register did not choose to intervene in any cases during fiscal 2003. The Copyright Office responded to three requests for assistance from the solicitor general's staff in prosecuting copyright litigation. During the year, the Copyright Office administered six CARP proceedings that included five rate adjustment proceedings and one distribution proceeding.

Distance Education

The Technology, Education, and Copyright Harmonization (TEACH) Act became law on November 2, 2002, when the president signed the 21st Century Department of

Justice Appropriations Authorization Act (PL 107–273). The TEACH Act amends the Copyright Act to provide increased flexibility for accredited nonprofit educational institutions to use the Internet to provide copyrighted materials to students enrolled in distance education programs, when such use is part of “mediated instructional activities.”

Small Webcaster Settlement Act

On December 4, 2002, the president signed into law the Small Webcaster Settlement Act of 2002 (PL 107–321, 116 Stat. 2780), which amended the section 112 and section 114 statutory licenses as they relate to small and noncommercial Webcasters.

The act authorizes SoundExchange, the receiving agent designated by the Librarian of Congress in the initial rate-setting proceeding, to enter agreements on behalf of all copyright owners and performers so they can establish an alternative payment structure for small commercial Webcasters to operate under sections 112 and 114 of the statutory licenses. The Copyright Office is required to publish in the *Federal Register* any Webcasting agreements it enters pursuant to the act. In fiscal 2003, the Copyright Office published two such agreements.

Vessel Hull Design Protection Act

In response to a statutory mandate, the Copyright Office was studying the Vessel Hull Design Protection Act so that it could prepare a report to Congress on the act’s effectiveness. The office administers the act, which became effective October 28, 1998. The first vessel hull design was registered on July 29, 1999. On February 13, 2003, a notice appeared in the *Federal Register* requesting public comment and announcing a public hearing that was held on March 27, 2003. At the end of the fiscal year, the Copyright Office and the Patent and Trademark Office were preparing their report, which was due to Congress on November 1, 2003.

OTHER LEGAL ACTIVITIES

During fiscal 2003, the Copyright Office had contributed to three copyright-related cases that were before the Supreme Court.

Eldred v. Ashcroft

In a challenge to the Sonny Bono Copyright Term Extension Act of 1998 (originally filed as *Eldred v. Reno* in 1998), users of material whose copyrights would have expired challenged the constitutionality of the law. Both the district court and the appellate court found the act constitutional. The Copyright Office provided assistance to the Solicitor

General's Office in drafting the respondent's brief to the Supreme Court and was consulted in preparation for oral argument. The Supreme Court issued its opinion on January 15, 2003, upholding the constitutionality of the twenty-year term extension.

Veeck v. Southern Building Code Conference International

The question was whether a model building code is entitled to copyright protection after it is enacted into law. The Copyright Office assisted the Solicitor General's Office in developing its response when the Supreme Court invited the Justice Department to comment on whether it should grant *certiorari* in this case. Southern Building Code Conference International (SBCCI) is a nonprofit organization that develops model building codes. Peter Veeck placed SBCCI's codes on his Web site after they were incorporated by reference in two local laws. The U.S. Court of Appeals for the Fifth Circuit held that the copyright in a privately developed model law does not give the copyright owner the right to restrict the reproduction and dissemination of copies of the law when the jurisdiction incorporated the model law by reference, even when the copier made copies from the model law itself. The recommendation of the Solicitor General's Office before the Supreme Court was based on the office's position that SBCCI's codes are not copyrightable after they are enacted into law and that, because the Court of Appeals reached the correct result, the Supreme Court should not accept the case for review. On June 27, 2003, the Supreme Court denied SBCCI's petition for a *writ of certiorari*.

Dastar Corporation v. Twentieth Century Fox Film Corporation

Twentieth Century Fox lodged a Lanham Act claim that Dastar distributed a videotape series under Dastar's own name, without attribution to Fox. That distribution was a form of unfair competition called "reverse passing off." Lower courts agreed and awarded damages to Fox. The Solicitor General's Office requested the Copyright Office's views in the case, which was on appeal to the Supreme Court. The office told the Solicitor General's Office that section 43(a) of the Lanham Act is an important component of U.S. compliance with obligations under international copyright law. That section forbids false designations of origin. When the United States acceded to the Berne Convention, section 43(a) was one of the ways in which the authors' moral right of attribution was protected, thereby avoiding the necessity to enact specific moral rights legislation in order to comply with Berne. The office expressed concern that if the Supreme Court were to rule against Fox, it should be careful to do so in a manner that would not adversely affect U.S. treaty obligations that protect moral rights.

The Solicitor General's Office's *amicus* brief took the position that section 43(a) should not be construed as barring uncredited copying of public domain works. However, the office observed that in acceding to the Berne Convention, Congress carefully considered the U.S. obligations to protect moral rights, and it concluded that the protections that were available under then-existing domestic law, including the Lanham Act, were sufficient to meet those obligations. The Supreme Court held in the *Dastar* case that section 43(a) does not prevent the uncredited copying of an uncopyrighted work and that its protection against "false designation of origin" does not extend to false designations of authorship.

Bonneville Broadcasting v. Peters

In this case, the broadcasters of AM/FM radio stations appealed a decision made by the U.S. District Court for the Eastern District of Pennsylvania. The district court's decision upheld the Copyright Office's final rule that AM/FM broadcast signals transmitted simultaneously over a digital communications network, such as the Internet, were not exempted from the digital performance right for sound recordings. During fiscal 2003, the case was argued before the U.S. Court of Appeals for the Third Circuit. As of September 30, 2003, the case was still pending.

Copyright Arbitration Royalty Panels

Of the five rate adjustment proceedings, four involved setting rates and terms for the section 114 license that covers digital performance rights in sound recordings and for the section 112 statutory license that covers the making of ephemeral recordings to facilitate those transmissions. The fifth proceeding involved setting rates and terms for the section 118 statutory license that covers the use of certain copyrighted works in connection with noncommercial broadcasting. A sixth proceeding dealt with the distribution of royalty fees collected in accordance with the section 111 cable compulsory license.

Two decisions of the Librarian of Congress, who sets rates and terms for statutory licenses, were the subject of a number of appeals pending before the U.S. Court of Appeals for the District of Columbia Circuit. The decisions involved two statutory licenses: the first allows for the public performance of a sound recording by means of digital audio transmission (Webcasting), and the second permits making ephemeral recordings to facilitate the Webcast transmissions for the license period of October 28, 1998, to December 31, 2002. At the end of fiscal 2003, appeals filed by five parties and five nonparty interveners were still pending.

INTERNATIONAL ACTIVITIES

Protection against unauthorized use of a copyrighted work in any country depends primarily on that country's laws. Most countries offer protection to foreign works under the aegis of international copyright treaties and conventions. During the fiscal year, the Copyright Office addressed international issues by working with agencies of the executive branch to promote copyright principles and protection. The office worked closely with the U.S. Trade Representative, the Patent and Trademark Office (PTO), and other parts of the Department of Commerce, plus the Department of State. In addition, Copyright officers met regularly with foreign officials and visitors who were interested in learning about the U.S. copyright system and in exchanging information about topics of mutual concern.

Staff members participated in numerous multilateral and bilateral negotiations and forums, training sessions, and education conferences and meetings during fiscal 2003. Those activities advanced the economic health of the United States by promoting adherence to copyright protections that ensure compensation to American creators.

The United States prepared and submitted to the World Intellectual Property Organization (WIPO) a proposed treaty text on the protection of broadcasting organizations. The U.S. drafting team consisted of Policy and International Affairs attorneys of the Copyright Office, along with attorneys from the PTO. The United States proposed text that included Webcasters; no other proposal went that far. The U.S. proposal was considered at meetings of the WIPO's standing Committee on Copyright and Related Rights.

Copyright Office staff members participated in the U.S. delegation to the Intellectual Property Negotiating Group of the Free Trade Area of the Americas and were instrumental in preparations, including the redrafting of U.S. treaty proposals. The goal of the negotiating group is to prepare and finalize an intellectual property chapter for a Free Trade Area of the Americas Agreement. The overall agreement is due to be completed by 2005.

Staff members actively participated in the U.S. delegation's preparatory meetings for the World Summit on Information Society, which will be held in Geneva in 2003 and Tunis in 2005. Also, at the Hague Conference on Private International Law, the office staff participated on the U.S. team that had been considering a draft titled "Convention on Jurisdiction and Foreign Judgments in Civil and Commercial Matters."

The Copyright Office staff was instrumental in drafting and negotiating the intellectual property provisions of bilateral free trade agreements with Chile and Singapore, which were signed in 2003. The staff took part in negotiations of free trade agreements with Australia, Central America, Morocco, and the Southern Africa Customs Union. Staff



Attendees at the International Copyright Institute Symposium on the Effect of Technology on Copyright and Related Rights included representatives from nineteen countries. (Photo by Charles Gibbons)

members also actively participated in numerous additional bilateral negotiations and consultations during the year—including those held with Australia, Bahrain, the Dominican Republic, the Arab Republic of Egypt, Germany, Hong Kong (People's Republic of China), Japan, the Republic of Korea, Malaysia, Mexico, New Zealand, Pakistan, Paraguay, the People's Republic of China, the Philippines, Poland, Russia, Spain, Sri Lanka, Taiwan, Thailand, Ukraine, and Vietnam—on issues ranging from enforcement to revision of copyright laws.

The office staff completed reviews of draft copyright laws for Australia, Bahrain, Bulgaria, Canada, the Arab Republic of Egypt, Germany, Hong Kong (People's Republic of China), the Philippines, Poland, Qatar, Russia, Taiwan, Thailand, Ukraine, and Uruguay. For the U.S. Trade Representative, the staff provided assistance to nations such as Algeria, Bosnia, Cambodia, Cape Verde, Nepal, Russia, Saudi Arabia, Serbia and Montenegro, Sudan, Ukraine, and Vietnam in their World Trade Organization (WTO) accession processes. The office also responded to queries about U.S. copyright law and policy for the *WTO Trade Policy Review*.

The Copyright Office participated on the interagency Special 301 Committee, which evaluates the adequacy and effectiveness of intellectual property protection and enforcement throughout the world. This annual process, established under U.S. trade law, is one of the tools used by the U.S. government to improve global protection for U.S. authors, inventors, and other holders of intellectual property rights.

The Register participated in a number of symposia and conferences outside the United States, including programs in Germany, Greece, Hungary, Panama, and the Republic of Korea. Staff members also participated in symposia and conferences sponsored by WIPO and the PTO's Visiting Scholars Program.

On November 18–22, 2002, the International Copyright Institute (ICI) held a five-day International Symposium on the Effect of Technology on Copyright and Related Rights for copyright experts and government officials from nineteen countries from around the world. In addition to the United States, countries represented were Argentina, Belarus, Bolivia, Cambodia, Chile, the People's Republic of China, Costa Rica, Egypt, Georgia, Ghana, India, the Republic of Korea, Lithuania, Mongolia, Mozambique, Pakistan, Poland, and Thailand. Participants discussed treaties and legislation that relate copyright principles to cyberspace and the digital age. The ICI is designed to further both international understanding and support of strong copyright protection, including the development of effective copyright laws and enforcement overseas.

THE COPYRIGHT OFFICE OF THE FUTURE: REENGINEERING

Authors, other copyright owners, users of copyrighted works, copyright industries, libraries, and members of the public all rely on Copyright Office records about registered copyright claims and about recorded documents concerning ownership of works.

The value of such records is greatest when up-to-date information on new works is available to the public in a timely manner. Basic work processes in the Copyright Office have been in place for more than four decades. Although those processes have generally worked well, technology provides new opportunities to improve public services, including greater capacity to handle electronic and online submission for copyright registration and other services. Therefore, Copyright Office services and the supporting technology must be able to accommodate the demands of a digital world.

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In September 2000, the Register of Copyrights initiated a multi-year effort to update and streamline the office's principal processes and public services, including registration and cataloging of claims, document recordation, acquisition of works for the Library of Congress, response to requests from the public, and maintenance of records and accounts.

The reengineering program's objectives are to increase the availability of Copyright Office services online and to make copyright records more promptly available over the Internet. The expected results of those efforts are improved public service, reduced process times, more rapid preparation of certificates, faster transfer of copyrighted works to Library of Congress collections, more timely public records, faster responses to requests from the public, and reduced movement and handling of materials. This initiative is

designed to transform and modernize core processes and information technology systems to achieve maximum efficiency of services.

In fiscal 2003, the Copyright Office established the Reengineering Program Office (RPO) to coordinate reengineering through an integrated implementation plan. The RPO manages reengineered processes and the three fronts that support the processes: organization, information technology (IT), and facilities. The RPO completed the following as it advanced the reengineering process during fiscal 2003:

- Established a team that delivered a draft procedures manual for the new licensing process, key components of which are online workflow management and the use of new technology
- Continued to evaluate its current document recordation process by consulting with customers
- Proposed reorganization and realignment of office divisions and positions that support its primary services
- Began an evaluation of the proposed reorganization package
- Reviewed the reengineering training plan
- Initiated the hiring of a training officer to implement the plan

The RPO used the findings of an IT requirements analysis to select a contractor to redesign its IT systems. The office selected SRA International Inc. of Fairfax, Virginia, to design and develop the new systems infrastructure. SRA's proposal uses Siebel customer relationship management and case management software with the Encompass search engine from Endeavor Information Systems. The office completed steps toward redesign of facilities that will accommodate the new processes. The Leo A. Daly planning, architecture, and engineering firm worked with the office to plan the new configuration, which will use existing space in the Library's Madison Building. Reengineering is scheduled to be fully implemented by 2006.



VALENTIN KOBIAN

LAW LIBRARY OF CONGRESS

ESTABLISHED BY AN ACT OF CONGRESS on July 4, 1832, the Law Library of Congress serves the global and comparative law research and reference needs of Congress and the federal government. It also answers requests from Congress for American legal and legislative information. During the Law Library's more than 170-year history, congressional inquiries have been given the highest priority.

During recent global crises, legal specialists in the Law Library were increasingly called upon to provide Congress with critical information and analyses concerning the legislative actions of the world's governing bodies. In fiscal 2003, Law Library legal specialists and analysts wrote 1,163 legal research reports and special studies—an increase of forty-three over the previous year—about the legal aspects of headline issues of concern to Congress and other federal government requesters. The total number of services rendered to all categories of clients—the federal government, the American public, and the international community—was 98,335, an increase of 1,609 over the previous year.

Law Library staff responded to 8,957 telephone inquiries. Inquiries received by e-mail totaled 2,501, up from 998 during fiscal 2002. This increase of more than 150 percent reflected greater use of the Law Library's electronic resources by its various constituents. The number of inquiries answered by fax and postal mail was 6,719. Delays continued to be experienced in mail correspondence as the Library administered procedures to ensure the safe receipt and distribution of incoming mail in the aftermath of the anthrax attack on Capitol Hill.

The Law Library continued to implement many collections, facilities, and personnel security procedures, including staff security awareness training and the formation of emergency evacuation teams. Designated on-site shelters were equipped to house staff members for up to three days during an emergency, and plans were made to position staff security monitors at all main access points to the Law Library's research areas. In the Library's vast underground storage areas, photoluminescent safety products were installed in strategic stack areas to ensure the safe evacuation of personnel during a power outage.

CONGRESSIONAL SERVICES

The primary task of the Law Library's foreign and international research and reference staff is to provide Congress with comprehensive foreign and comparative law research that accesses the most current information available from the world's most thorough collection. During the year, staff members wrote 617 research reports, studies, and memoranda in response to congressional inquiries, an increase of more than 10 percent over the previous year.

In fiscal 2003, members of Congress and congressional staff members made 7,150 requests, 4,056 of which were made in person. In addition, individuals from the congressional community requested photocopies of 16,353 pieces of literature from the Reading Room. In addition to its scheduled 73.5 hours of service provided weekly, the Law Library's Reading Room remained open longer than the main Reading Room's closing time of 9:30 p.m. when either chamber of Congress was in session. During those extended, for-Congress-only hours, some 345 congressional staff members received assistance, an increase of more than 30 percent over the previous year.

The staff analyzed issues in the more than 600 multinational research reports, studies, and memoranda submitted to Congress.

Members of Congress relied on the Law Library's staff of twenty-six foreign-trained legal experts to respond to questions on a wide range of global legal issues—often on a rush or overnight basis. The congressional community also depended on the Law Library's research experts to provide timely and accurate analyses in response to questions about the laws, regulations, and legal developments among the world's governing bodies.

Among the major and comprehensive research studies that were completed for Congress during fiscal 2003 were laws that protect the rights of people with disabilities in fifty-two foreign jurisdictions, public health emergency systems in more than thirty foreign jurisdictions, and major legal and legislative issues in twenty-two countries.

The staff analyzed issues in the more than 600 multinational research reports, studies, and memoranda submitted to Congress, including the following:

- Regulation of genetically modified organisms in several countries of the world
- Internet content regulation in several European countries and in Australia, Israel, Japan, and the Republic of Korea
- Property restitution in European and Central Asian countries

- Offshore oil and gas exploration laws in selected countries
- Church-state relationships in various countries
- Compulsory voting in foreign countries
- Laws governing reserve forces in the military
- State-sponsored religion and its effect on legal systems
- Fair use and copyright law relating to works in electronic format transmitted by Webcasting in twenty-one countries
- Loss of citizenship by people acquiring other citizenship in Bangladesh, the Arab Republic of Egypt, Indonesia, Jordan, Kuwait, and Malaysia
- Regulations on mandatory trace-back systems and the use of rapid food production methods and food safety in Australia, Canada, Chile, the European Union, France, Japan, and the United Kingdom

Examples of single-nation reports provided in response to congressional requests included the following:

- Draft constitutional provisions in Afghanistan
- Legal and constitutional authority available to French courts to combat terrorism
- Privacy and data protection laws of the European Union
- Privatization of public corporations in Japan
- Legislative frameworks in the United Kingdom with respect to MI5 and domestic intelligence gathering
- Laws governing organ donations in Italy
- Divorce reforms in the Czech Republic
- Acquisition of Israeli citizenship by Christians
- European Union accession in Poland
- Penalties in Taiwan for businesses relocating to other jurisdictions
- Austrian tort law

- Iraqi adoption law
- Mexican federal laws on firearms and explosives
- Legal requirements for working in Canada
- The new European Arrest Warrant
- The legal effect of the U.S. Total Information Awareness System on privacy rights in Europe

The Law Library also continued publication of the electronic monthly *World Law Bulletin*. The *Bulletin* provides members of Congress and other constituents with concise, timely articles that focus on selected issues having special significance to relations between the United States and the international community. Each issue includes supplements that analyze developing global issues and that examine current legal developments within the European Union.

For the benefit of Congress and the congressional community, reference specialists in the Law Library's Reading Room regularly identify, assemble, and secure special reference collections to provide immediate, on-demand access to resources on issues of vital importance to the body politic. With the threat of global terrorism remaining at high alert levels, the Law Library initiated and assembled a special collection titled *Terrorism, Aviation Safety, and War Powers* that ensured congressional on-demand access to this vital information. The reference collection is secured and noncirculating for congressional use. An extensive, annotated bibliography was updated regularly during fiscal 2003.

As news of the alleged widespread corporate scandals escalated in the political consciousness, the Law Library's Reading Room inaugurated another special reference collection. Termed *Enron* (for the first scandal brought to public awareness), the collection was organized to support Congress in its passage of the Sarbanes-Oxley Act of 2002, which tightened corporate reporting requirements to the Securities and Exchange Commission.

The Law Library gathered another select collection of materials concerning electrical grids and power outages following the massive blackouts experienced in the northeastern United States and Canada. To assist congressional users, Law Library reference specialists also prepared, maintained, and updated bibliographies of those topics on the Law Library's congressional Web site.

As Congress increased its levels of research while using electronic media, the Law Library responded by reviewing and revising its legal research services to be offered in the upcoming year. Specific plans were made to develop curricula for electronic legal research

courses that would be taught as part of the popular program of Congressional Legal Instruction. Taught by the Law Library's Public Services Division staff, the program offered fifteen seminars in fiscal 2003, which were attended by 412 congressional staff members. A total of forty-five briefings and orientations concerning the services of the Law Library were presented to 212 congressional personnel as part of the orientation program that was for congressional staff and was conducted jointly by the Law Library and the Congressional Research Service. The staff provided nine tours to ninety-three distinguished guests of the Law Library.

NONCONGRESSIONAL SERVICES

During fiscal 2003, the Law Library continued to provide research assistance and reference services to its noncongressional constituents, including the federal agencies, the judicial branch, and the public. In all, the Law Library produced 563 research reports for federal government agencies and the judiciary. The Law Library's Directorate of Legal Research handled 152 requests from executive agencies for foreign law analyses, nearly 50 percent more than fiscal 2002. Those requests came from agencies such as the Department of Homeland Security, the Social Security Administration, the Department of Justice, the Department of State, the Department of the Treasury including the Internal Revenue Service, and the various other executive branch agencies.

Examples of subjects on which research was supplied to the executive branch included the following:

- Common law marriages in Canada and Israel
- Iraqi adoption laws
- Termination of marriages in Malaysia
- Validity of divorce under the Badari custom in India
- Adoptions under Muslim law in Pakistan
- Indian adoption laws
- Nationality of individuals born in the West Bank of a Jordanian mother and a Palestinian father
- Inheritance laws regarding women in Islamic countries and the religious basis of the laws

- Extradition laws of Iraq
- Status of children born outside of marriage in Colombia, Gambia, Guyana, Jamaica, Mexico, and other countries
- Decision of a Turkish constitutional court
- Marriage laws in Sierra Leone
- Child custody issues in Japan
- Preservation of Russian citizenship by citizens of the former Soviet Union

The Law Library continued its advisory legal opinion research for components of the former Immigration and Naturalization Service (INS) as it has done since 1992 under an interagency agreement. In fiscal 2003, the Law Library received ninety-two requests, a 25 percent increase over the previous year. Staff members provided 112 written responses to twenty-seven INS offices about questions concerning the laws of 103 foreign jurisdictions and one U.S. territory, all significant increases over similar activities in the previous year. Incorporated into the Department of Homeland Security in 2003, the former INS components continued their close association with the Law Library on this important project. Law Library responses included numerous telephone consultations. The Department of Homeland Security continues to receive a subscription to the Law Library's monthly publication, *World Law Bulletin*, which deals with legislative awareness.

Law Library staff members responded to 169 research requests from judicial agencies, seven times the number processed in fiscal 2002. Among the issues submitted by the judiciary were those relating to foreign regulations governing election campaign financing, U.S. involvement with restitution legislation after World War II, judicial salaries, and continuity planning for the high courts following a disaster.

The Law Library continued to provide U.S., foreign, and international reference services to all its clients, including the public. During the year, the Reading Room staff provided reference services to 69,650 noncongressional users, of which 63,143 were assisted in person, and 6,507 were assisted by telephone.

ELECTRONIC RESOURCES

The Law Library continued to maintain the Guide to Law Online, to prepare the Multinational Collections Database for public access on the Law Library's Web site, to make additions to the Web site titled A Century of Lawmaking for a New Nation, and to expand the Global Legal Information Network (GLIN).

The Guide to Law Online and A Century of Lawmaking were among the most popular electronic resources available on the Library's Web site. The guide recorded 1,581,309 hits during the fiscal year, while A Century of Lawmaking recorded 1,158,714. The Multinational Collections Database has recorded 86,018 hits since its debut on the Law Library's Reading Room home page at <<http://www.loc.gov/mulp>>. At year's end, the database had 6,515 records.

Global Legal Information Network

In fiscal 2003, the Law Library made progress on GLIN, a network of government agencies and international institutions that contribute official texts of laws and related legal materials to a database that is accessible over the Internet. Through the contributions of twenty-five countries and international institutions and the addition of laws for twenty-three other countries by the Law Library staff, GLIN now provides timely access to the laws of forty-eight of the world's governing bodies. In fiscal 2003, about 1.7 million transactions were on the GLIN database.

During the year, the Law Library developed a statement of work that described the requirements for a major technical upgrade of GLIN. The Law Library entered an agreement with the General Services Administration to provide contract assistance, including the awarding of a contract for a GLIN upgrade during the first quarter of fiscal 2004. The planned GLIN upgrade will improve GLIN's functionality. That is, the upgrade will enable the input of different types of legal information such as court decisions and legislative records, will allow for searches within and across different types of legal information, and will improve the administration of GLIN user accounts. The upgrade also will improve the user interface and will expand its multilingual character by adding Web pages in different languages, multilingual thesauri, and multilingual input and search capabilities.

Significant progress was made on a project to include retrospective laws in GLIN that were for the countries of Latin America and that covered the period 1975–1995. This effort involved scanning the microfilm of official gazettes and converting this material into portable document format (PDF) files for inclusion in the GLIN database. A total of 1,331 rolls of microfilm containing official gazettes from nineteen Latin American countries were converted to PDF files by the end of fiscal 2003. Approximately 28,000 full texts of laws from those countries were linked to their corresponding summaries in the GLIN database, thus providing digital access to this legal material. This retrospective effort will be completed before the end of calendar year 2003, about three years ahead of the originally projected schedule.

Legal analysts in the Law Library continued to review foreign legal gazettes, to select appropriate legal instruments, to summarize and assign subject terms, and to convert

material to PDF files. During the year, the Law Library staff added more than 7,200 summaries to the GLIN database, which covered twenty-three jurisdictions. Those jurisdictions were primarily in the Americas, including the United States, but featured other Spanish-, French-, and Portuguese-speaking countries around the world.

A special GLIN training session was held at the Law Library in March 2003 for an indexer from the United Nations. The United Nations currently contributes legal writings to the GLIN database. In May 2003, representatives from El Salvador, Kuwait, and Russia attended a GLIN training session at the Law Library. Both El Salvador and Kuwait have been contributing information to GLIN, and as a result of its training, Russia began to transmit its laws to the GLIN database, beginning with its constitution.

The Law Library continued to work in partnership with various institutions to expand and enhance GLIN. The Law Library worked collaboratively with the Inter-American Development Bank (IDB) during fiscal 2003 to implement the next phase of its GLIN-Americas initiative, which is aimed at expanding GLIN membership to the English-speaking countries of the Caribbean. In July, representatives from the Law Library made a promotional visit to Trinidad to take advantage of a gathering of government representatives from most Caribbean nations so they could discuss World Trade Organization issues. The Law Library provided an overview and participated in a discussion session devoted to GLIN and attended by about twenty representatives from various Caribbean nations.

The World Bank provided assistance to El Salvador to ensure its participation in GLIN. The Bank supported several technical missions enabling a GLIN representative from Uruguay to travel to El Salvador to set up and configure computer equipment. The Bank also provided funds for the team from El Salvador to travel to the Law Library to participate in GLIN training.

Directors and members of GLIN gathered at the Library of Congress for the Tenth Annual GLIN Directors Meeting on September 23–26, 2003. Representatives from ten GLIN member jurisdictions (Ecuador, El Salvador, Honduras, Kuwait, Mauritania, Nicaragua, the Organization of American States, Romania, the United Nations, and the United States) attended the meeting. The IDB, a supporting member of GLIN, also was represented, along with individuals from other potential GLIN partner organizations such as the American Society of International Law, the International Monetary Fund, and the Studies in Latin American Constitutional Histories.

Highlights of the meeting included reports describing regional activities such as a meeting in Costa Rica that brought together representatives from Central American GLIN stations, a presentation from GLIN.Mauritania calling for the “popularization” of GLIN through the development of a multilingual thesaurus, and an announcement of the

launch of the next phase of the IDB's GLIN Americas initiative, which will cover the English-speaking countries of the Americas. A presentation by a representative of the U.S. Institute of Peace emphasized the importance of having legal information for countries in "post-conflict" areas and suggested that GLIN consider identifying and establishing GLIN stations in such countries. The Law Library staff described plans for the technical upgrade to the GLIN system, including new functionalities, a new user interface, and the development of multilingual capabilities.

GLIN's executive council adopted a major policy shift. The executive council decided that it would encourage GLIN members to allow free public access to their legal information through GLIN. Currently, access to summary information is available to anyone with Internet connections, but access to the full texts of laws and related legal materials is restricted to GLIN members. In part as a way to attract a wider range of supporters, the executive council decided that GLIN should serve as a tool for global dissemination of legal information. The announcement of this policy generated a great deal of discussion among the members, but overall it was greeted favorably.

As part of the commemoration of the tenth anniversary GLIN meeting, special certificates of recognition were awarded. Certificates for outstanding service to the network were presented to members of GLIN.Romania and GLIN.Uruguay. Dan Chirita, Director of GLIN.Romania, and Vasile Laptis, Director of the Information Technology and Communications Division of the Romanian Chamber of Deputies, accepted the certificate for GLIN.Romania. Two additional certificates were given to GLIN members who had been present at the first meeting in 1994 and had also attended the tenth meeting. Those certificates for long-standing support were presented to GLIN.Kuwait and GLIN.Mauritania.

Throughout 2003, visiting delegations to the Law Library continued to express an interest in learning about GLIN. During the year, Law Library staffers gave approximately ten GLIN presentations, demonstrations, or both to groups from countries around the globe, including Armenia, Brazil, China, Japan, and Paraguay.

COLLECTION MANAGEMENT

Developing, circulating, and managing its collection of nearly 2.5 million volumes remained a strong focus of the Law Library in fiscal 2003.

To increase access to the Law Library's unparalleled collection of legal information, the Law Library staff made significant progress during the year on eliminating arrearages. As part of a five-year campaign authorized in fiscal 2000, a one-time congressional

appropriation of \$850,000 in 2002 helped complete this year's efforts to reduce backlogs of receipts three months ahead of schedule. Added to the original \$750,000 base appropriation to maintain its collections and process new receipts, this one-time grant brought to \$1.6 million the support that Congress has generously provided to assist the Library in keeping its collections searchable and accessible for all its patrons.

The Law Library achieved a 100 percent reduction in four arrearage categories: agency transfers, monograph and serial receipts, loose-leaf filing backlogs, and retrospective binding preparation. Three new positions for inventory and physical control technicians were filled in order to provide sufficient staffing to maintain currency for processing incoming receipts.

The Law Library's Collection Services staff identified 93,501 volumes and prepared them for transfer to the High-Density Storage Facility in Fort Meade, Maryland. Serials and monographs are now housed off-site with a turnaround time of twenty-four hours for requests of materials such as Australian national and state official gazettes, some Indian state gazettes, congressional hearings (copies 3 and 4), and some sets of the *National Reporter System*. This movement of volumes off-site was counterbalanced by the addition of 60,400 volumes to the collection in fiscal 2003.

The Law Library's senior development specialist for the law collection worked closely with foreign legal specialists to ensure acquisition of primary legal materials such as the statutory and regulatory sources and law reporters. The holdings of more than fifty law reviews were completed with the purchase of numerous missing volumes. The *English Legal Manuscripts Project* (the Harvard Law School segments from IDC Publishers) on microfiche was also purchased.

The Law Library continued to expand its online resources. The major acquisitions were the purchase of the entire online file of the *United States Congressional Serial Set* (Readex), *Constitutions of the Countries of the World Online* (Oceana), and *LLMC-Digital* (Law Library Microform Consortium).

The appointment of the law rare book curator in December marked a major step in providing a much-needed expert for curatorial and specialized reference services for the Law Library's rare books and special collections. In September 2003, the law rare book curator visited the curator of rare books and manuscripts at Harvard Law School, who in turn provided on-site consultation services at the Law Library.

Major purchases of rare book acquisitions included Giasone dal Mayno's *Opera Omnia* (Venice, 1573); Filippo Decio's *Super Digesto et Codice* (Lyon, 1539); John Cowell's *The Interpreter* (London, 1607); and *Register of Writs* (London, 1595). Thomson West donated one of only two remaining copies of the original *Northwestern Reporter* (volume



Thomas C. Leighton, left, Vice President of Government Relations at Thomson West, presents Law Librarian of Congress Rubens Medina with one of two remaining original volumes of the *Northwestern Reporter*. (Photo by R. M. Clemandot)

1877–1878), the first book of the *National Reporter System*. A brief ceremony to celebrate this significant acquisition was held at the Library in June 2003.

The Library's *World Treasures* exhibition displayed the *Constitution of India* (1950); a page from the sixteenth-century version of the *Jonsbok* (the law code brought to Iceland from Norway); a 1517 manuscript with text containing rules for daily living, which became an authoritative source of many of the laws of the Ottoman Empire; and texts of three manifestos (1861–1864) in miniature format during the reign of Alexander II of Russia. Included on display in the Library's *American Treasures* exhibition were *Collected Laws of the Eastern and Western Cherokees, passed from 1839 to 1870* (1871), the *Book of the General Laws of the Inhabitants of the Jurisdiction of New-Plimouth* (1685), the *Laws of the Province of South-Carolina* (1736), *Acts passed ... in the City of Williamsburg* (1779), and the Supreme Court records for *Brown v. Board of Education* (nine volumes, 1954). For the Library's *Rivers, Edens, Empires: Lewis & Clark and the Revealing of America* exhibition, the law curator provided twelve volumes of the Law Library's congressional serial set illustrating Pacific Railroad surveys (1853–1856), other volumes from the congressional serial set with illustrating maps of the territories between the Mississippi and Pacific Ocean in 1856, and a Thomas Hart Benton speech of 1825 titled "Occupation of the Oregon River," which appeared in the *Register of Debates in Congress*.

As the de facto national law library, the Law Library's Reading Room receives, processes, and maintains a repository of congressional and U.S. Supreme Court publications—including opinions, filings, and manuscripts of oral arguments—for researchers. In fiscal 2003, 35,535 documents were added to this repository, including 6,090 records and briefs filed with the U.S. Supreme Court, 21,082 bills introduced to Congress during the fiscal year, 6,482 additional congressional documents, 1,200 items from the *Congressional Record* daily editions, and 246 items from the *Weekly Compilation of Presidential Documents*.

PROFESSIONAL OUTREACH

During fiscal 2003, Law Library staff members served on the boards and committees of many national and international professional organizations, including the American Association of Law Libraries, the American Bar Association (ABA), the International Association of Law Libraries, and the Law Librarians' Society of Washington, D.C. In addition, the staff participated in meetings and activities arranged by the American Society of International Law and the North East Foreign Law Librarians' Cooperative Group.

To promote the Law Library's collections and services and to feature the expertise of the staff, the Law Library continued its series "Fundamentals of Foreign Legal Research," in cooperation with the Law Librarians' Society of Washington, D.C. The fall lecture, held at the George Washington University School of Law, featured Japanese legal research.



From left, Alfred Carlton of the American Bar Association introduces the Law Day 2003 panel consisting of Kenneth Starr, Danielle Allen, Steven Lubet, Seth Waxman, and Jeffrey Toobin. (Photo by Rob Crandall, courtesy of the ABA)

The Friends of the Law Library of Congress presented the 2003 Wickersham Award for "exceptional public service and dedication to the legal profession" to Judge Patricia M. Wald on March 18, 2003. The Law Librarian welcomed the audience to the event, which for the first time took place in the Great Hall of the Library of Congress. Judge David Tatel, U.S. Court of Appeals; Dean Judith Areen, Georgetown University Law Center; and David Tolbert, executive director of the ABA Central European and Eurasian Law Initiative, gave tribute to the honoree.

With the help of supporting groups, the Law Library celebrated Law Day on May 1, with a program on "The American Lawyer as Rhetor." The program, the fourth in the Leon Jaworski Public Program series on "Representing the Lawyer in American Culture," was sponsored by the Law Library in cooperation with the ABA Standing Committee on Public Education, the Federal State Humanities Council, the Friends of the Law Library of Congress, and the ABA Standing Committee on the Law Library of Congress. The panel

was moderated by CNN legal analyst Jeffrey Toobin. Panelists included Danielle Allen, associate professor of classical languages at the University of Chicago; Steven Lubet, professor of law and comparative literary studies at Northwestern University; Kenneth Starr, partner in the Washington, D.C., law firm of Kirkland & Ellis; and Seth Waxman, partner in the Washington, D.C., law firm of Wilmer, Cutler, & Pickering.

Former Secretary of Defense William Cohen (left) is joined by Kris Kobach, Counsel to the U.S. Attorney General, in the first in a series of Holmes Debates. (Photo by Marshall Cohen)



The first debate in the series of Holmes Debates was held in the Library's Coolidge Auditorium on June 17. The series will explore contemporary legal issues. Sponsored jointly with the Burton Foundation for Legal Achievement and the law firm of Shook, Hardy & Bacon, the inaugural debate focused on "The Bounds of Post-9/11 Freedoms," a topic selected by U.S. Supreme Court Chief Justice William H. Rehnquist. The debate was moderated by former Secretary of Defense William S. Cohen, a renowned advocate of global peace and stability. That evening in the Great Hall, the Law Library, in cooperation with the Burton Foundation of Legal Achievement and Thomson West, hosted the Fourth Annual Program for Excellence in Legal Achievement. The awards program rewards and encourages excellence in legal writing and perfection in the profession of law.

The Law Librarian participated in a panel discussion at the 96th Annual Meeting and Conference of the American Association of Law Libraries held in July in Seattle. The focus of the panel was ABA's initiative to establish a national law library.

The Law Library continued to welcome scholars studying legal and law-related topics. Delegations, as well as individual officials from all continents of the world, came for orientation and professional exchange. The assistant director of the Supreme Court Library of the Republic of Korea spent two months with the aim of observing and learning about the digital legal resources of the Law Library; about its form of cooperation with other libraries; and about how it protects, manages, and deals with copyright issues that pertain to libraries. The program consisted of visits to other types of law libraries, both locally and nationally. The Law Library also hosted visiting scholars from Armenia and the United Kingdom.



LIBRARY SERVICES

LIBRARY SERVICES, the service unit of the Library of Congress that is responsible for all functions of a national library, achieved seven major program performance goals during fiscal year 2003:

1. Participated in the entire Library's digital strategy, using new technologies and collaborative partnerships to advance the Library's mission to acquire, describe, preserve, and serve a universal collection in all formats;
2. Progressed in reducing the Library's arrearage in accordance with the total arrearage reduction goals approved by Congress;
3. Worked to secure the Library of Congress collections using the four internal controls: bibliographic, inventory, physical, and preservation;
4. Worked on building storage facilities at Culpeper, Virginia, and Fort Meade, Maryland, and on preparing and moving collections to those sites;
5. Preserved materials originally produced in traditional formats using cost-effective, state-of-the-art methods, including mass deacidification of books and manuscripts;
6. Collected, preserved, and provided access to the nation's heritage of folklife, including the Veterans History Project; and
7. Sustained the Library Service's regular workload with continuing operations in collection development, cataloging, preservation, public services, education and outreach, and operations support, while undertaking phased business process improvements.

This day-to-day workload that included service to Congress, as well as participation in the 2002 National Book Festival, was managed by an acting associate librarian, Beacher Wiggins, throughout most of the fiscal year. Deanna Marcum was appointed associate librarian for Library Services in August.

ACQUISITIONS DIRECTORATE

The Acquisitions Directorate consistently maintained a large flow of newly acquired materials so it could support the Library's mission to collect a universal assemblage of knowledge and creativity. Using purchases, gifts, agreements of deposit, and exchange methods, the three acquisitions divisions—Anglo-American Acquisitions Division (ANAD), European and Latin American Acquisitions (ELAD), and African/Asian Acquisitions and Overseas Operations (AfA/OvOp)—which were supported by the Acquisitions Fiscal Office—obtained and provided initial bibliographic control of valuable materials for all Library collections. The Serial Record Division (SRD) combined the functions of receiving, processing, and completely cataloging serials.

Fiscal 2003 was marked by the following major efforts in the Acquisitions Directorate: integrating electronic resources into normal acquisitions and processing workflows, maintaining traditional levels of acquisitions while dealing with a stressed GENPAC budget, implementing a revamped general exchange program, and decentralizing the check-in of serials by moving that work to the earliest possible point in the receipt process.

Electronic Resources

The acquisition and processing of electronic resources have become increasingly important over the past few years. In fiscal 2003, the focus was on e-serials. Early in the year, the chief of ELAD began discussions with the Elektronische Zeitschriftenbibliothek (EZB) of Regensburg, Germany, concerning the possibility of the Library of Congress's becoming a member of that consortium. The EZB comprises more than 200 European research libraries that have created a shared online database of more than 16,000 electronic journal titles. The EZB does not function as a purchasing consortium; each member library handles its own acquisitions. Consortium members all contribute records to the shared database, which contains links to the online content of those journals for which the individual university library has obtained access rights.

The Library's discussions with the EZB constituted the first concrete steps toward systematically acquiring electronic resources for the Library's collections, while at the same time beginning to establish an international partnership to lessen the workload and to increase the effectiveness of this acquisitions activity. The Library formally joined the EZB in April 2003, thereby making possible access to full-text articles in approximately 4,000 freely available e-journals, primarily English and German, as well as access to the bibliographic records for all the e-journals in the database.

Providing access to the free EZB e-journal titles through the Library of Congress's Online Public Access Catalog became a major priority. Staff members from the

Acquisitions, Area Studies Collections, Cataloging, and Public Service Collections Directorates developed a procedure to ensure that the EZB e-journal titles selected for remote access were consistent with the Library's collection policy guidelines and other selection criteria. A pilot project evaluated 400 of the approximately 4,000 free titles and showed the need to revise the collection policies, the cataloging policies, and the general workflows. Staff members began considering how the processing stream might best accommodate the life cycle of digital materials. This issue depended on the outcome of ongoing discussions concerning the exchange of metadata and the standards necessary to enable the transfer of metadata between institutions.

The acquisition of electronic resources from other sources became normalized in the past year. The Library negotiated an agreement with Distribuidora Internacional de Revistas, S.A. (DIRSA), a subscription agent based in Mexico. Through that agreement DIRSA became the Library's e-journal subscription agent covering all of Latin America and Iberia. Under the terms of the licensing agreement, the Library gained remote access to the online content of e-journals for which DIRSA placed subscription orders. After twelve months of remote access, the publisher then sent the Library monthly machine-readable files for the issue or issues that appeared twelve-plus months ago. The Library agreed to preserve and maintain those files for use by researchers in the future.

The East View Publications database of Slavic e-journals and newspapers was another major electronic resources acquisition that was completed in fiscal 2003. The Acquisitions Directorate purchased this full-content database to build on the Library's already strong holdings in Russian and Eastern European material.

In addition to e-serials, significant additions to the Library's electronic collections in fiscal 2003 included *Web of Science* (1997 to date), *Evans Digital Edition*, *United States Congressional Serial Set*, and *Law Library Microform Consortium* project to digitize microform materials.

The Library received its first significant entirely digital gift—a collection of 9/11 digital archives compiled by media specialists at George Mason University and the City University of New York.

Approximately half of the serial cataloging staff members in SRD attended training to begin cataloging e-serials during 2003. In addition, the Library's EZB membership and the subsequent selection of online serials necessitated important policy decisions governing the cataloging of online serials. SRD made significant inroads into formulating many of the policies needed. Most notable were the recommendations included in the document *Identification and Access for E-Serials*, which was produced by a task force chaired by the chief of SRD and was approved by the acting associate librarian for Library Services. Using

this document, SRD drafted pilot procedures for cataloging serials selected for the Library's catalog from the EZB database. Those procedures were also to be used as a guideline for other online serials acquired outside of the EZB project.

The National Serials Data Program (NSDP) in SRD was also involved in developing policies and procedures regarding electronic resources. Two types of electric resources presented a special challenge. An influx of International Standard Serial Number (ISSN) requests for "blogs" (personal Web sites carrying political or social commentary) had to be put on hold pending discussion by the directors of the ISSN Network. Those largely ephemeral and personal resources met the definition of "serial," making it difficult to refuse them an ISSN until a general ISSN Network policy was promulgated. Integrating resources (databases) were also on hold because the Online Computer Library Center Inc. (OCLC) had not yet implemented MARC (Machine-Readable Cataloging) ²¹ Leader code I, thus causing a problem for the reloading of OCLC records into the Library's Integrated Library System (ILS). The NSDP section received a few groups of ISSN requests for databases and began investigating alternative means of creating records and sending them to the International Centre.

Acquisitions and GENPAC

The GENPAC appropriation, which funds purchases for the Library's collection, has not been increased in ten years. During that time, the appropriation grew at an average annual rate of 3.77 percent. This level of funding did not come close to keeping pace with the increased cost of acquiring materials, and the Library's buying power was seriously diminished. For example, the cost of journals has been rising at the rate of 14 percent or more per year. In addition, funds must now cover purchases of electronic resources, an indispensable and relatively expensive class of research materials.

In fiscal 2003, several factors exacerbated those trends. The GENPAC fund was reduced by \$500,000, fulfilling a commitment made several years ago as part of the business case, or justification, for the ILS. The value of the U.S. dollar decreased against local currencies in most of the world. The dollar lost more than 20 percent of its value in relation to the euro in a one-year period. In countries covered by AfA/OvOp, the dollar was down 39 percent against the South African rand, 12 percent against the Japanese yen, 11 percent against the Turkish lira, and 7 percent against the Israeli shekel.

The resulting stress on the GENPAC budget led to a decision during the year to place a moratorium on all new subscriptions of serials. A project team reviewed multiple subscription orders and canceled duplicates wherever possible. Although this move resulted in savings, long-term concerns remained about the sustained buying power of the appro-

priation. Library Services, therefore, proposed that the Library budget request for fiscal 2005 include a sizable increase in GENPAC, in addition to funding that would establish a special Chinese acquisitions program.

Duplicate Materials Exchange Program

In the spring of 2002, a business process improvement (BPI) project, XBPI, was initiated to examine the Library's program to exchange duplicate materials. The goals of the XBPI were to maintain and improve equitable exchange with actively partnering institutions; to reduce staff time needed to process materials for exchange; to reduce space used to store duplicates, list materials, and pack items; to reduce redundant physical handling; and to implement a Web-based customer interface to replace paper lists.

Customized questionnaires were sent to the Library's general exchange partners to solicit information about their exchange arrangements with the Library. In November, the first set of twelve different subject exchange lists, containing a total of 5,192 separate item listings, was produced and mailed to 1,461 of the most productive exchange partners.

A total of 484 exchange partners selected 4,526 books from the November lists. A second set of twelve different subject exchange lists was mailed to all general exchange partners in late spring 2003. Then a regular schedule of mailings was established. The Duplicate Materials Exchange Program, as the new operation is known, transformed the Library's holdings of duplicate materials into a centralized, cost-saving, and partially automated program. That program would become a building block on which the Acquisitions Directorate could develop a Web-based exchange program that would hold the promise of greater efficiencies for the Library and would provide better service to the Library's exchange partners.

Serials Check-In

The Acquisitions Directorate implemented a major business process improvement that uses the ILS to decentralize the check-in of serial issues. Traditionally, most of the Library's serials and periodicals were received and opened in the three other acquisitions divisions, which recorded information to authorize payment of invoices.

The serials then had to be sent to SRD to be accessioned and recorded in the check-in file (the inventory of issues) before being sent to the custodial divisions. Under the new arrangement, the acquisitions division that opens the boxes of new serial receipts can perform all receiving and accessioning tasks in the ILS. This business process improvement has brought new serial issues under physical security controls much sooner and has shortened the time needed for issues to reach the stacks, thereby improving collections

security and service for readers. The new arrangement was first implemented for serials obtained through purchase, exchange, and gift in ANAD and ELAD and for those obtained by AfA/OvOp in Aramaic, Hebrew, Ladino, and Yiddish. Copyright receipts of serial issues were still checked in by SRD.

Serials Bibliographic Control

The thirtieth anniversary of the cooperative online serials (CONSER) cataloging program was in 2003, and electronic serials once again dominated most CONSER discussion. Following nine months of discussion, CONSER defined the “aggregator-neutral record” at the annual meeting of the CONSER Operations Committee in May. Online full-text serials may be repackaged in various collections, or aggregators; therefore, to meet the needs of different markets, the aggregator-neutral bibliographic record includes only information relevant to the serial as it appears in all aggregations. The exception is electronic addresses for aggregations that contain the complete serial. The outcome was that CONSER catalogers agreed to catalog only the titles in full-text collections that included the entire serial.

On December 2, 2002, the Library of Congress and other CONSER libraries implemented changes to the *Anglo-American Cataloguing Rules*, 2nd edition (AACR2), that provided for the improved description of print and online serials. Training was held at the Library and at other CONSER libraries, and the Library’s training sessions were videotaped for widespread use. The new rules for integrating resources—publications that add content periodically but do not replace content as a true serial does—and the title change rules were the most significant changes and received the most attention overall.

The head of the NSDP section was appointed as National Information Standards Organization (NISO) representative to the International Standards Organisation (ISO) standards revision committee for the ISSN (ISO 3207). This standard was reviewed by ISO members. An online survey by NISO showed that the U.S. community, including the Library, was strongly in favor of a single ISSN to identify a title, with the possibility of adding a suffix, if needed, to identify the medium.

Serials Inventory Control

At the beginning of fiscal 2003, Library Systems and Services Inc., completed its contract to convert accession records for active serials to digital form. The conversion included active entries from all three SRD files: Visible File, 3 x 5 File, and Microform File. The Serials Inventory Control Team had completed its review of the contract work by December 2002.

The Serials Inventory Control Team completed a number of special conversion projects, chiefly the conversion of the entries and the completion of related cleanup activities, which covered uncaught title changes, reference sets, cumulations, unnumbered part titles, special problems, and subseries. The team also accomplished city directory record cleanup and converted Law Library serial records.

AREA STUDIES COLLECTIONS DIRECTORATE

For the Area Studies Collections Directorate, fiscal 2003 was marked by continued appreciation for the following: the Library's unparalleled international collections, exceptional acquisitions, research services on contract to the community of federal agencies, creative programs and Web projects to reach new audiences and to sustain existing ones, and strong engagement with the scholarly community through the John W. Kluge Center and divisional outreach projects.

The multiyear focus on strengthening Chinese acquisitions came to fruition in this third year of funding under the Luce Foundation grant. The Library began acquiring many high-quality materials of strong research value that were not obtainable through the existing network of dealers. Under the grant, the Library designed a new model of working with selected Chinese scholars and librarians in six regions of China—centered in Beijing, Chongqing, Guangzhou, Shanghai, Shenyang, and Wuhan—to acquire these hard-to-obtain materials. By the end of the year, after all personnel were well trained, the Library had obtained 9,012 volumes of monographs, 15,444 issues of Chinese serials, and 192 reels of Chinese microfilm in targeted subject areas. Preparations began to make this new acquisitions methodology a routine part of the Library's future budget appropriations.

The European Division acquired the Comintern archive, which includes 1 million images of digitized documents and a full database of descriptors. The acquisition marked the culmination of a seven-year international project involving the national archival services of France, Germany, Italy, Russia, Spain, and Switzerland, in which the Library of Congress was the U.S. partner. The material from the Comintern archive is a treasure trove for countless scholars of twentieth-century political movements.

Area Studies prepared for two major efforts that would culminate early in fiscal 2004. In efforts spearheaded by one of the Arab world specialists, Area Studies laid the groundwork for an October 2003 trip to Iraq by the Library's fact finding team so they could help reconstitute the Iraqi National Library. The trip involved extensive discussions within an interagency task force convened by the White House along with successful collaboration with the U.S. State Department.

The Office of Scholarly Programs made preparations for the award in November 2003 of the first \$1 million Kluge Prize for lifetime achievement in the human sciences, those fields for which there are no Nobel Prizes. As the Kluge Center's most demanding task of the year, the award involved establishing the process for soliciting and reviewing hundreds of nominations from around the world, plus working with more than 150 scholars to make final assessments of the fourteen finalists.

The African and Middle Eastern Division's groundbreaking exhibition *Ancient Manuscripts from the Desert Libraries of Timbuktu* further enhanced the Library's standing with the academic and heritage community. The Librarian of Congress and the president of Mali opened the exhibition of twenty-three manuscripts on June 24. The Library microfilmed and digitized the full text of the manuscripts that were on display, a total of approximately 4,000 pages. Those pages were a tiny part of the 1 million manuscripts estimated to be extant in Mali. Experts anticipate that the study of those manuscripts would transform the understanding of African and Islamic history.

The European Division, under a grant from Yukos Oil, launched the Yukos Junior Research Fellowship and Yukos Junior Leadership Programs for Russian students. Two research fellows were chosen in a competitive selection process and arrived at the Library in August to begin four-month fellowships.

International Digital Projects

Early in the fiscal year, the Office of the Librarian assigned responsibility for the Global Gateway Web site to the Area Studies Collections Directorate. The chief of the European Division, who had pioneered this collaborative international digitization effort with the groundbreaking Meeting of Frontiers Web site (now part of the Global Gateway site), was appointed project director. With the addition of items from the collections of the Library of Congress and of partner institutions in Russia, the Meeting of Frontiers Web site grew to more than 330,000 digital images by the end of the fiscal year and included several outreach and educational activities.

The Hispanic Division continued its collaboration with the National Library of Spain by expanding the Web site titled *Parallel Histories: Spain, the United States, and the American Frontier*, which is a component of the Global Gateway Web site. The site grew during the year with a major addition of manuscripts digitized by the Mapfre Tavera Foundation for the National Library of Spain. Working with the National Library of Brazil, the Hispanic Division completed the first phase of the cooperative Web site titled *The United States and Brazil, Expanding Frontiers, Contrasting Culture*, which documents the history of Brazil and its relationship with the United States (primarily during the nineteenth century).

The European Division worked with the National Library of the Netherlands on a Web site titled *The Atlantic World: America and the Netherlands, 1609 to the Present*, which deals with the Dutch presence in North America.

The African and Middle Eastern Division began preliminary discussions with the National Library of Egypt for a proposed digital project. The European Division undertook preliminary discussions with the Bibliothèque nationale de France (BnF) on a digital project covering the theme of the French in North America, with emphasis on early French explorers. The Library of Congress and the BnF reached an agreement in principle to proceed with the project, and planning began in the fall of 2003.

Significant Acquisitions

The Hispanic Division worked with the Prints and Photographs Division to lay the foundation for a creative method of acquisition: asking the cultural attachés of Spanish and Latin American embassies to solicit donations of outstanding fine prints by artists from their countries.

The African and Middle Eastern Division acquired *Abyssinian Tragedy*. This rare work by Haile Selassie I, Emperor of Ethiopia, was dictated to Marcel Griaule and translated from the French by Dermond O'Donovan (London: Michael Joseph, 1936). It is an uncorrected proof copy; the book itself was never published. In addition, the division acquired the *Oskam Bible*, the first complete printing (1666) of the Bible in Armenian, and a rare Armenian 1830 manuscript of a book of sermons by Jean Baptiste Massillon, which is part of the (Thomas) Jefferson Collection.

The Hispanic Division acquired author Francisco Martinez Orejón's *Manuscript carta confirmatoria de la hidalguía* (Mexico City, 1600), which concerns a request for nobility status; *Africa's Legacy, Photographs in Brazil and Peru*, a portfolio that documents the culture and history of the unique African communities in Peru and Brazil; *Aviendo entendido la materia que se controvierte sobre si se deben fortificar ... [with] Aviendo prevenido en el papel antecedente la mejor forma de asegurar los puertos y poblaciones de todas las costas de las Indias* (Madrid or Lima, 1694), a rare Spanish document that concerns the feasibility of better defending Spanish possessions in the Americas; and *Colección general de las marcas de ganado de la provincia de Buenos Aires* (Buenos Aires, 1830), a rare item from the infancy of Argentina's famous cattle industry.

In addition, the Hispanic Division also acquired sixty-seven rare broadsides by the Mexican engraver José Guadalupe Posada (1851–1913), who is renowned for his satirical prints lampooning the regime of President Porfirio Díaz of Mexico. The addition of these broadsides made the Library of Congress the major Posada depository. The division also

acquired seventy microfilm reels of *The Papers of Rómulo Betancourt: The Father of Venezuelan Democracy*.

The European Division, through its association with the Open House Cooperative Microfilming Project in Russia and Lithuania, received seventy-eight microfilm reels of rare Lithuanian newspapers.

The Asian Division acquired a rare, museum-quality illustrated manuscript from Thailand on auspicious breeds of cats, *Tamra Maeo Thai*, and a Thai illustrated manuscript from the seventeenth-century about the last reincarnation of the Gautama Buddha, *Wetsandon Chadok*. Using funds from the Madison Council and other gift funds, the Asian Division also acquired the oldest known intact Indian book on Buddhist psychology, a birchbark scroll in Gandhari. The book may date from as early as 200 B.C.

Management of Analog and Digital Collections

The Asian Division conducted a preliminary test of a Library interface for approximately 10,000 titles from the China e-book database, SuperStar. Successful completion will lead to the purchase of 25,000 titles, with an expectation of purchasing over time even more of the approximately 800,000 titles in the database. The division, with assistance from the Automation Planning and Liaison Office and the ILS program staff, developed a database of 7,000 Korean serials. Collaborating with the Office of Strategic Initiatives, the Asian Division initiated a major project to digitize 3,344 Naxi manuscripts, which are pictographic writings from southwestern China. The Asian Division mounted the online version of the Philippine Bibliography.

The Hispanic Division entered an agreement with the Princeton University Library for the *Handbook of Latin American Studies* (HLAS) to be a pilot for the OpenURL project. This pilot provides direct access from HLAS citations to the full text of articles that are available at the university. In another project, five Latin American journals granted permission to HLAS to provide full text of their articles that were cited in HLAS.

The European Division participated in the Library's digital preservation program by taking the lead in digitizing and making available online *Anuarul "Socec" al României-Mari*, a two-volume 1925 directory of organizations and businesses in Romania.

The online Portals to the World project, accessible from the Global Gateway Web site, has links to information about more than 180 nations of the world. A wide range of Web sites link to the Library's sites, indicating its relevance to international organizations, government agencies, academic institutions, academic libraries,

*The online Portals to
the World project ...
has links to information
about more than
180 nations.*

public libraries, schools, and others. At year's end, the site was nearly 75 percent complete, with portals for only thirty countries remaining to be mounted. Staff members from Area Studies gave numerous presentations on the project, including talks in Toronto, Canada, and in Cartagena, Colombia.

The staff in the African and Middle Eastern Division (AMED) prepared to move the custodial collections from the Adams Building to decks close to the AMED Reading Room. In addition, AMED reviewed the minimal-level cataloging collections—some 40,000 items—to prepare to move them to the off-site storage facility at Fort Meade. Asian staff members chose all Asian Minimal Level Cataloging; certain Chinese books in Library's classification classes PL, Q, R, S, and T; certain Japanese books in class PL; and certain Korean class PL books for Fort Meade.

Following the acceptance of a gift of some 40,000 Russian books from Victor Kamkin Inc., the European Division staff arranged to send duplicates to interested research libraries in the United States. In November 2002, approximately 10,000 books were shipped to Miami University of Ohio. In June 2003, another 10,000 books were shipped to Texas A&M University and 3,200 books to St. Petersburg College, Florida. Fifteen other university libraries received Kamkin books, as did the Center for Research Libraries.

Service to Congress and Outreach to Scholars and the Public

Staff members in the Area Studies divisions provided effective, often in-depth responses to a growing number of requests for information about international topics from Congress, researchers, and the general public. As an example of the increased public awareness of the Library's serving as a source for international information, readership in the AMED Reading Room increased 12 percent over the previous fiscal year, and the total number of queries rose by 4 percent.

Collections in Area Studies continued to provide various programs and events on a range of international topics. This fiscal year, members of Congress participated in several events. Representative Frank Pallone (D-N.J.) served as speaker at the eleventh annual Vardanants Day lecture, and he attended the Armenian seminar titled "Report from Armenia: 2002." Representative Robert Wexler (D-Fla.) delivered remarks before the screening of the film titled *Desperate Hours*. At the Hispanic Division's April 23 program in honor of the publication of *Anuario Hispano*, Representative Robert Menendez (D-N.J.) was a cohost and keynote speaker. Other keynote speakers were Deputy Librarian General Donald Scott; General James Jones, Supreme Allied Commander, Europe, and Commander, U.S. European Command; and Ambassador Mario Amadeo of Argentina. The audience comprised more than 200 people.

The Hispanic Division organized a luncheon for the Congressional Hispanic Caucus and the Hispanic Caucus Institute. At the request of Representative Ciro Rodriguez (D-Tex.), a seminar on the U.S.-Mexican border for members of Congress and their staffs was jointly sponsored by the Hispanic Division and U.S.-Mexican Chamber of Commerce. With the Faith and Politics Institute, a nonprofit organization, the Asian Division hosted a lecture by the Venerable Thich Nat Hanh in commemoration of the late congressional members Bill Emerson (R-Mo.) and Walter Capps (D-Calif.). Held in the Coolidge Auditorium, the event was attended by more than fifty congressional staff and family members, plus 350 other guests. Seven members of Congress attended a briefing, which was hosted by the Librarian of Congress with assistance from AMED, about the Arab world and the war in Iraq. The Hispanic Division briefed interns for 2003 from the Congressional Hispanic Caucus Institute.

With the help of 140 contributing editors, the Hispanic Division prepared volume 59 of the *Handbook of Latin American Studies*. The focus of this volume is social science. The division collaborated with the Corporate Council of Africa to sponsor two presentations. Another cosponsor of special events was the Joseph and Rebecca Meyerhoff Center for Jewish Studies, University of Maryland, which hosted a two-day event titled "Jewish Books/Jewish People."

The European Division organized a reading and slide show dedicated to the Greek poet C. P. Cavafy in cooperation with the Foundation for Hellenic Culture, New York; a lecture on the Norwegian symphonic composer Johan Svendsen; and a seminar on the enlargement of the European Union to include states in central and eastern Europe. The division assisted the Interpretive Programs Office with three exhibitions: the Russian tour of the Prokudin-Gorskii photography exhibition, *The Miracles of Photography; Reflections: Russian Photographs 1992–2002*; and *The Russian Book in America*, to be shown at "BibliObraz," the Russian Book Festival sponsored by Russia's First Lady, Lyudmila Putin, and attended by First Lady Laura Bush.

Office of Scholarly Programs and the John W. Kluge Center

The John W. Kluge Center in the Library of Congress officially opened its doors on May 7, 2003. In 2003, all postdoctoral fellowships offered by the John W. Kluge Center were filled by scholars from around the world. With responsibility for the oversight of the Kluge Center, the Office of Scholarly Programs initiated annual competitions to ensure the arrival of the following year's awardees. The Office of Scholarly Programs staff worked in a continuous cycle of fellowship support activities, providing resident fellows under the Kluge, Rockefeller, Mellon, Luce, and Library staff programs with full support and ser-



Joined by Librarian of Congress James H. Billington (right), John W. Kluge (left) cuts the ribbon to open the new scholarly center that bears his name. (Photo by John Harrington)

vices, thereby enabling them to do their planned research at the Library. At the same time, the office ensured that new competitions in those programs were conducted successfully and publicized adequately throughout the application process (including application review, selection, notification, and arrangement for the eventual arrival of yet another group of Kluge Center residents).

The Kluge Scholars' Council advised the Librarian of Congress about inviting scholars from the United States and abroad to occupy Kluge chairs and to become distinguished senior scholars (see also Appendix C: Advisory Bodies). The goal was to have in residence in the Kluge Center, at any time, the chair holders, distinguished senior scholars, and one or two members of the Scholars' Council, who were pursuing their own research and adding the perspectives of experience and sustained reflection to the enthusiasm of the postdoctoral fellows. During fiscal 2003, the Kluge Center welcomed a number of recognized scholars who were appointed to various chair positions in the center, who took up appointments as distinguished visiting scholars, or who received other appointments. The third annual meeting of the Scholars' Council took place on September 16, 2003.

The Poetry and Literature Center

The Library's 2002–2003 literary season began with the Librarian's reappointment of Billy Collins as Poet Laureate Consultant in Poetry. His very popular Poetry 180 Project, which makes available online a poem for each day of the school year, continued as well. The evening literary season included the two formal programs given by Billy Collins as annual Library activities of the Poet Laureate Consultant in Poetry, as well as six readings by paired authors, a reading by the 2003 Witter Bynner Fellows, and a reading by the winner of the 2002 Rebekah Johnson Bobbitt National Prize for Poetry. Readings featured eminent poets such as Lucille Clifton and Jane Hirshfield, as well as a tribute to Gwendolyn Brooks, the late Consultant in Poetry, during National Poetry Month in April.

Federal Research Division

The Federal Research Division (FRD) completed its fifty-fifth year of operations as a full cost-recovery research and analysis entity. This year, FRD had interagency or intra-agency agreements with forty-five offices in thirty-one federal agencies, two federal contractors, and three private-sector customers.

The FRD began fiscal 2003 with funds of \$1,048,745 carried over from fiscal 2002. The large carryover was helpful in meeting the projected fiscal 2003 budget of \$2,614,460. Another major development in 2003 was provision in the House Report of the Committee on Appropriations, as part of the fiscal 2004 Defense Appropriations Bill, for \$2,500,000 to revive and update the country studies on a continuing basis. A new title was issued in the Area Handbook/Country Studies series, *Cuba: A Country Study*, with funding provided by the U.S. Southern Command.

The economic downturn and the war in Iraq contributed both to the decline in revenues from some traditional areas and to the general hesitancy of customers to commit to funding projects. However, the Army's Judge Advocate General's Legal Center and School commissioned FRD to develop and maintain a new public Web site on military legal resources. FRD also maintained a growing number of Web sites, such as the Wright Brothers Bibliography, Heritage Calendars, Business Practices of Narcotics Trafficking Enterprises, and Gulag Study Support Documents.

CATALOGING DIRECTORATE

In fiscal 2003, the Cataloging Directorate of the Library of Congress pursued its mission to provide leadership to the library and information communities, plus innovative and effective bibliographic access to on-site and remote resources. It crafted its first multiyear

strategic plan; produced high-quality, timely cataloging for nearly 270,000 bibliographic volumes; collaborated with other directorates and service units in reducing the arrearage; enriched the Library of Congress's Online Public Access Catalog with links to tables of contents, plus other data; promoted cooperative cataloging programs; and developed and promulgated cataloging policy and standards. Perhaps most notably, the fiscal year saw heavy investments for future returns, as the directorate hired and began training more than fifty new catalogers, explored ways to improve the bibliographic control of digital content, and began developing the New Books program to provide enhanced prepublication information to users of the Library's catalog.

The Cataloging Directorate issued a strategic plan covering fiscal years 2003 through 2008, which represented its first effort to craft an overall strategic plan that would guide its activities for a multiyear period. The plan featured six strategic goals:

1. Provide national and international leadership in the development and promotion of cataloging policy, practice, standards, and programs.
2. Provide appropriate and high-quality bibliographic and inventory control data for on-site and remote resources.
3. Attain cataloging currency and meet arrearage reduction targets.
4. Provide leadership in the application of bibliographic control and access to digital content.
5. Develop staff resources and provide effective personnel management.
6. Ensure a secure environment for the Cataloging Directorate staff, collections, and data.

The plan also outlined thirty strategic initiatives in which the directorate would invest during the next two years.

Production and Arrearage Reduction

The Cataloging Directorate and Serial Record Division cataloged a total of 287,988 bibliographic volumes in fiscal 2003. This number represented a decrease of more than 7 percent compared to the previous year's record high production of 310,235 bibliographic volumes. The directorate has concentrated efforts to improve productivity over the past twelve years, since the introduction of team management and "whole book" cataloging workflows that integrate all cataloging functions within each team. Productivity, or records produced per hour, has risen from an annual production rate

in 1991 of 316.5 bibliographic volumes per staff member—including hands-on cataloging staff members, supervisors, and other positions—to 491 volumes per staff member in fiscal 2003—an increase of 55 percent in twelve years. Productivity for full and core original cataloging of print monographs increased again in fiscal 2003, to 0.47 records per hour.

Overall production in most categories, however, showed a decrease in 2003, primarily because of the time spent training new hires; the many hours lost coping with extensive flooding, which forced teams in several divisions to relocate for as long as two weeks; and the continuing loss of highly experienced staff members. The directorate suffered a net loss of eleven catalogers in fiscal 2002, followed by the retirements of eleven senior catalogers in fiscal 2003. During the past five years, eighty-five catalogers and senior technicians have retired from the directorate.

The cost of producing an average record rose to \$115.56—including overhead and personnel benefit costs—from \$94.58 in fiscal 2002. The increase was due mainly to higher salaries, but it also reflected the increased proportion of original cataloging this year: 69 percent of total production when compared to only 64 percent the year before.

There were exceptions to the general trend of decreasing production. The Hebraica Team, in the Regional and Cooperative Cataloging Division (RCCD), cleared 6,715 items, an increase of 26 percent over the previous year. The Business and Economics Team, in the Social Sciences Cataloging Division (SSCD), increased its completions by 36 percent, to 11,195. The National Union Catalog of Manuscript Collections Team increased its production for the seventh year in a row. Total changes to subject headings nearly doubled, from 7,574 in fiscal 2002 to 14,426 in 2003.

The directorate received 364,886 items (compared to 367,509 received in fiscal 2002) and completed 374,079 (compared to 372,932 in fiscal 2002). It also cleared 109,853 arrearage items for other Library units. The entire arrearage of Latvian history and literature was processed by the directorate's sole Latvian cataloger, who worked in the Arts and Sciences Cataloging Division (ASCD). The Japanese I team, in RCCD, completed cataloging the arrearage of 11,300 Kabuki slides and related playbills and guides. An eight-month project in the History and Literature Cataloging Division cleared an arrearage in African and Oceanian languages. The three Music and Sound Recording (MSR) teams in the Special Materials Cataloging Division (SMCD) processed 67,650 discs from the Armed Forces Radio and Television Service broadcasts this year, bringing total processing in this project to 118,859 items cleared. The MSR teams cataloged all the music scores and sheet music in the Marion S. Carson Collection of Americana; the SMCD Rare Book team cleared 10,024 items from the rare book arrearage. The

Reformation Collection, Shaker Collection, and Pennell Collection of graphic arts and cookbooks were completely processed.

The Business and Economics team, in SSCD, with the assistance of a technical adviser in ASCD and the Southeast/South Asia Languages team, in RCCD, processed approximately 2,500 backlogged hearings in three months, mostly by using technicians. For about 30 percent of the hearings, the team was able to add links from the records to full online text.

The directorate continued its contract with MarcLink Inc. to obtain cataloging copy through the Marcadia service of automated copy matching. In fiscal 2001 and 2002, Marcadia was used successfully to obtain copy for arrearage titles; in fiscal 2003, ASCD and SSCD extended the use of Marcadia to copy cataloging of current receipts. Beginning in April, ASCD sent files for 12,326 current receipt titles to be searched by Marcadia. ASCD received copy for 2,484, a hit rate of 21 percent. In SSCD, almost 900 records were searched by Marcadia in the first two months of the project, with a hit rate of approximately 50 percent. Thereafter, the hit rate stabilized at 30 to 40 percent.

The MSR teams, in SMCD, continued a workflow using the RetroCon batch automated searching service of the Online Computer Library Center. Of approximately 30,000 CD-ROM sound recordings this year, exact-match copy was returned for approximately 7,000. The teams added authority record maintenance and quality control procedures to this workflow.

Program for Cooperative Cataloging

The Program for Cooperative Cataloging (PCC) is an international collaboration dedicated to expanding access to library collections worldwide. The program provides useful, timely, and cost-effective cataloging that meets mutually accepted standards of libraries around the world. Since it was established in 1995, the PCC has become a major source of bibliographic and supporting authority records for books, serials, sound recordings, and other media.

The chief of the Regional and Cooperative Cataloging Division and the RCCD's Cooperative Cataloging Team (Coop) served as the secretariat for the PCC, and for PCC's components for name and series authority records (NACO), for subject authorities (SACO), and for monograph bibliographic records (BIBCO). Coop devoted significant resources of energy, time, and tact to encouraging international participation in all three. The policy specialists from the Cataloging Policy and Support Office and the NACO and SACO liaisons in each division collaborated with Coop in training and reviewing for PCC participants.

Production of new name authority records by NACO participants increased 3 percent from fiscal 2002 to 167,163. New NACO series authority records numbered 9,324, a decrease of 7 percent from the previous year. Participants in NACO submitted 51,083 changes to name and series authority records, an increase of nearly 11 percent over the previous year. Thirty-five new members joined NACO. Florida International University General Library, Ingram Library Services, Mississippi State University, and the U.S. Senate Library joined as individual members. An additional nineteen institutions joined through two newly formed funnel projects, the Virginia NACO Project and the NACO-Mexico Funnel Project. Twelve institutions joined the six older funnels, thus contributing authority records through a single leader institution. The value of NACO's international participants was demonstrated as they contributed 36,288 new name authority records and changed 14,579. The Coop staff arranged for NACO name and series training or retraining for about 90 Library catalogers and about 180 catalogers at other institutions.

Participants in SACO produced 3,509 new records for the multivolume *Library of Congress Subject Headings*, an increase of 11 percent over fiscal 2002. Both new Library of Congress Classification proposals and updates to subject headings decreased to 1,763 and 420, respectively. Nearly one-third, or 1,013, of SACO's new subject heading proposals were from international participants, as were sixty-three subject heading changes. The Hawaii/Pacific Subject Authority Funnel Project, SACO's first regional funnel, was established this fiscal year.

Participants in BIBCO increased to forty-seven as Ohio State University Library joined the program. In fiscal 2003, BIBCO participants contributed 74,793 bibliographic records, a decrease of 9 percent from the previous year. The total number of bibliographic records contributed through the PCC this fiscal year was 90,295, including 15,502 serial records created in the CONSER program.

The benefits of the PCC to both the Library of Congress and other member libraries were evident. The PCC provided nearly two-thirds of the new additions to the Library's name authority files in fiscal 2003 and saved more than \$500,000 by using catalog records created by other PCC libraries for its own collections. Furthermore, the PCC provided the Library with communication channels for discussions with the broader library community about evolving cataloging policy, plus practices and ways in which the Library's catalogers could become more responsive to other libraries' evolving needs. Other PCC members benefited from access to high-quality cataloging of more than 90,000 titles, from staff training conducted by PCC trainers, and from documentation distributed to PCC participants at no charge. The PCC promised to continue as a leading force in the accelerating shift from rules-centered library catalogs to a new understanding of catalogs that will focus directly on access and user needs.

Bibliographic Control of Electronic Resources

As stated in its strategic plan, the Cataloging Directorate took a two-pronged approach to improving bibliographic control of digital content. The directorate launched an overall review of its own cataloging activities for digital content. Thus, the directorate recognized that as digital resources become the preferred format for more and more researchers, this growing workload must be shouldered by the entire directorate. This fiscal year, the directorate began to provide initial bibliographic control of electronic resources acquired by the Library's field offices. It worked with the Network Development and MARC Standards Office and with the MINERVA (Mapping the Internet: Electronic Resources Virtual Archive) Web harvesting contractors to develop metadata records using the new XML-based MODS (metadata object description schema). MODS is an approach to bibliographic control for digital content that could make such content retrievable by Internet search engines and that would be less expensive than traditional cataloging.

The second part of the strategy was collaboration with other institutions. The Library's Action Plan Steering Group oversaw progress in carrying out the work items in *Bibliographic Control of Web Resources: A Library of Congress Action Plan*. The plan was developed from the recommendations of the Bicentennial Conference on Bibliographic Control for the New Millennium, which was held at the Library in November 2000. By the end of fiscal 2003, fourteen of the twenty-seven action items had been essentially completed with the Library's resources (funding, staff, or both).

Those items included the following:

- A survey of selection criteria specific to electronic resources, which will be used in conjunction with classical selection criteria for all materials
- Identification of mandatory and desirable functionalities for a portal application for national and large research libraries
- Launch of a prototype Virtual International Authority File to share authority records created by different national libraries
- A proposal for enriching metadata with enhanced subject and other access points
- Investigation of using the Internet to make *Library of Congress Subject Headings* available at no charge
- Several work items to make the cataloging rules and the MARC ²¹ formats easier to apply to digital resources

The directorate collaborated with two divisions of the American Library Association (ALA) to develop appropriate continuing education and training to improve bibliographic control of selected Web resources. With the ALA's Association for Library Collections and Technical Services and the ALA's Reference and User Services Association, the directorate commissioned proposals for including bibliographic control of digital content in school curricula about libraries and information and in continuing education courses for working catalogers. It also sponsored a series of open forums at ALA conferences on metadata needs to support reference services and sponsored research on enriching the catalog with vocabulary that uses natural-language entries.

Bibliographic Enrichment Projects

The Bibliographic Enrichment Advisory Team (BEAT) celebrated its tenth anniversary on November 10. This team evolved from a small group of catalogers who were concentrating on enhancing bibliographic records for works in the areas of business and economics. BEAT is now an interdivisional effort with two dozen continuing projects in a full range of subject areas. The goal of all BEAT projects is to help users gain access to the Library's extraordinary collections, particularly those in digital form.

The best-known BEAT project was the enrichment of online catalog records by providing digital table of contents (D-TOC) data. BEAT-developed software has supported the inclusion of D-TOC in 8,598 records for Electronic Cataloging in Publication (ECIP) titles during fiscal 2003 and has enabled links to and from another 11,000 catalog records to D-TOC, which resided on a server. Links to D-TOC were also provided by the BEAT ONIX projects. Those projects link the Library's catalog records to tables of contents, publisher descriptions, sample text, and reading group guides provided by publishers in ONIX, which is the standard for communicating book industry product information in electronic form. At year's end, nearly 115,000 links existed, including links to more than 7,500 sample texts and more than 63,000 publisher descriptions of their publications. D-TOC and ONIX records residing on the Library's server were accessed approximately 2.5 million times during fiscal 2003.

In a new project, BEAT linked catalog records to 6,173 reviews in H-Net Reviews, (online reviews of scholarly works in the humanities and social sciences that are hosted by MATRIX at Michigan State University). Another new project, Web Access to Works in the Public Domain, linked the Library's catalog records for public domain materials to full online text in the Making of America project of the University of Michigan and Cornell University and in the Wright American Fiction, 1851-1875, project of Indiana University.

In the Web Access to Publications in Series project, BEAT provided access during the past three fiscal years to the full, electronic texts of more than 20,000 individual mono-

graphs in 192 different series of working papers and discussion papers. Approximately 40 percent of those series were not previously represented in the Library's Online Catalog.

Cataloging in Publication

The Cataloging in Publication (CIP) Division performed three major functions in fiscal 2003. It administered the CIP and Electronic Preassigned Card Number (EPCN) programs, which provide cataloging in advance of publication for titles widely acquired by America's libraries. Through its CIP verification function, it obtained 95,967 books with an estimated value of more than \$5.2 million and then integrated them into the Library's collections. It also provided initial bibliographic control for the Library's collection materials that were received through the Copyright Office. The division also began work on the New Books program.

A total of 55,001 titles from approximately 3,500 publishers were processed in the CIP program this year, a significant increase from the 53,733 CIP titles in fiscal 2002. The number of publishers participating in the ECIP program increased by 636, to a total of 2,858, and nearly half of all CIP galleys were received through ECIP.

Average throughput time for CIP cataloging overall was 14.1 calendar days from the date the record was created in the Library's Integrated Library System, with 71 percent of all CIP galleys completely cataloged within 14.0 days. This decline in service from the previous year, when throughput averaged 10.5 calendar days, was due mainly to backlogs of galleys for juvenile materials, which require extra processing steps but are in great demand by America's school and public libraries. The directorate incorporated into its strategic plan an initiative to examine the means of improving timeliness of cataloging and other materials.

In the first full year after the cessation of the paper-based Preassigned Card Number (PCN) program, the EPCN program assigned Library of Congress Catalog Numbers to a record high of 26,292 PCN titles.

The CIP Division received 248,967 published books and searched more than 180,000 titles on the Library's ILS. CIP's support team implemented CIP Check-In, which is an in-house application that allows the searcher to scan a book's International Standard Book Number to access the ILS database and automatically create or update the appropriate bibliographic, holdings, and item records.

New Books

New Books, a project to link highly desirable auxiliary information (such as author biographies, images of book jackets, and summaries or additional subject terms) to the catalog records for forthcoming books, got under way this year with the hiring of two

developers. The CIP Division consulted closely with the library and publishing communities to resolve issues essential to the development of New Books. On the basis of this input, CIP staff members, with Information Technology Services, reached two decisions about the direction of New Books. First, the project would use subject terms from the unabridged Book Industry Standards and Communications for subject access to the New Books records. Second, New Books would be integrated into the ECIP home page, effectively converting it to a New Books/ECIP home page. This approach should require less initial investment than developing a separate site and separate workflow; more importantly, the integrated approach would be more user friendly for both publishers and catalogers.

Decimal Classification Division

The Decimal Classification Division implemented a new edition of the Dewey Decimal Classification (DDC) and introduced new automated workflows. The division classified 96,906 titles in fiscal 2003. Although productivity per hour increased by 0.48 percent, total production decreased 12 percent from the previous fiscal year. The decline was partially offset by acceptance of 7,003 Dewey numbers assigned by other libraries in copy-cataloged records. The division gained three new classifiers in July and expects production to increase markedly during fiscal 2004 as they become fully trained.

The division hosted two meetings of the Decimal Classification Editorial Policy Committee. Meeting 119 was held October 16–18, 2002, at the Library of Congress; meeting 120 took the form of three teleconferences in March, April, and May 2003. The two editorial meetings approved the final revisions to DDC 22 and Abridged 14. Completing a revision cycle that began in 1996, DDC 22 was loaded into the WebDewey™ database on June 15. The new edition features major changes to the schedules for computer science (004–006) to reflect emerging technologies and for law (340) relating to the law of nations, human rights, and intergovernmental organizations. The online version also includes mapped *Library of Congress Subject Headings*.

The division formed a DewNAC Committee to consider the most efficient means of automating the Dewey name authority cards, the division's internal authority file. On September 30, 2003, the DewNAC Committee presented to the acting director for cataloging its recommendations for converting the card file to a Microsoft Access database.

Staffing

The Cataloging Directorate gained fifty-one new catalogers and two new decimal classifiers this year, which resulted from a decision to use all available hiring opportunities to replenish dwindling language and subject expertise. For the first time in more than a

decade, the directorate was able to hire a significant number of catalogers from regular postings, an approach that was first authorized in fiscal 2002. Several Library employees were promoted to cataloger positions during the Affirmative Action Intern Program. The job analysis, posting, interview, and selection processes required many hours of work from team leaders and catalogers who served as subject matter experts, but the applicant pools were outstanding and promised to strengthen the directorate's capabilities greatly over the coming years.

Only five new catalogers arrived in the directorate before March 31. The rest did not report until the second half of the fiscal year, and thirty-two were not on board until June or later. Even with 53 new professional staff members, the directorate finished the year with 549 staff members or 539.1 full-time equivalents, far below the level of 745 staff members in fiscal 1991. Cataloging teams designed intensive training plans for the new catalogers, with the aim of making them fully productive during fiscal 2004. The automated operations coordinators and team automation liaisons helped the new catalogers settle into their teams by ensuring that each new hire received server space, Cataloger's Desktop server permission, ECIP and e-mail accounts, and an activated telephone instrument and voice mail, as well as documentation and guidelines for using equipment and software.

Retirements and temporary promotions among the supervisory staff members, with no ability to fill the resulting vacancies, created serious gaps in the management chain. The chief of ASCD acted as the director of cataloging throughout the year. Three divisions (ASCD, SSCD, and Dewey) spent the entire fiscal year managed by acting assistant chiefs. Furthermore, at the end of the fiscal year, ten cataloging teams were led by acting team leaders.

Cataloging Policy and Standards

The Library of Congress; OCLC Inc.; and Die Deutsche Bibliothek (DDB is the national library of Germany) entered a cooperative agreement on August 6 to test the concept of a Virtual International Authority File (VIAF). The VIAF would provide open access on the World Wide Web to approximately 2.0 million records for personal names from DDB and more than 3.8 million personal name records from the Library. In cases where both national libraries had a record for a personal name, the VIAF would link the two records so that users could view the information in both, using the search techniques they preferred. The VIAF project offered immediate benefits in making cataloging more efficient and catalog searching more precise. It also held long-term promise as a basic building block of the Semantic Web, which is a globally linked database.

After completion of the law schedules (Library of Congress Classification class K) in the autumn of 2002, many libraries began to reclassify their law holdings or planned such

projects. The law classification specialist in the Cataloging Policy and Support Office (CPSO) provided instruction to a large number of Library and external constituencies in the use of the newest schedules (religious law). Cataloging teams implemented subclasses KBM (Jewish law) and KBP (Islamic law) this year. The development of KBM stimulated major revisions to subclass BM (Judaism). Harmonization of KBM and BM involved extensive upkeep of bibliographic records.

In keeping with the strategic goal of providing national and international leadership in the development of cataloging policy and standards, the chief of CPSO represented the Library on the Joint Steering Committee for Revision of the *Anglo-American Cataloguing Rules*. The CPSO staff devoted many hours to proofreading the 2002 revision of the AACR2. They reviewed the revised AACR2's chapter 12, "Continuing Resources," and issued training documentation for catalogers to use when the Library implemented the new chapter 12 on December 1, 2003.

Among the largest projects of the past year were the reformulation of headings for battles and the change from the subject heading "Handicapped" to "People with disabilities." Headings for battles would now be structured in the same way as other headings for events. Along with the direct change of terminology to "People with disabilities," many related headings were also revised. By means of the Voyager BatchCat software, the access point "Afro-Americans" was changed to "African Americans" on 11,658 bibliographic records. This method resulted in an estimated saving of more than \$22,000 compared to manual changes.

Fiscal 2003 saw the completion of the project to create the entire initial set of subject authority records to control free-floating subdivisions. The Library also celebrated the completion of the ten-year project to bring the entire Library of Congress Classification online using the MARC 21 classification format.

NATIONAL SERVICES DIRECTORATE

The National Services Directorate provided programs and services to specific audiences such as the library community, particularly federal libraries; to users who were visually or physically challenged; and to the general public through the Cataloging Distribution Service, the Federal Library and Information Center Committee, and the National Library Service for the Blind and Physically Handicapped. In addition to those functions, the Center for the Book, Interpretive Programs Office, Photoduplication Service, Publishing Office, Retail Marketing Office, and Visitor Services Office added interpretive and educational value to the resources of the Library.

Cataloging Distribution Service

The Cataloging Distribution Service (CDS) is the distribution arm for the Library's cataloging records, standards, and technical publications. Products and services developed and marketed by CDS are used by the Library of Congress and its cooperative cataloging partners and by libraries and information concerns throughout the world when they organize library collections and information resources for effective access.

Fiscal 2003 was a challenging yet successful year as CDS made the transition to a smaller, more cost-effective operation. Earned receipts remained steady while operating expenses were reduced. CDS delivered products and services to approximately 7,900 libraries and information concerns. Earned receipts totaled \$4,552,403, a slight increase over fiscal 2002's total of \$4,543,824. Personnel expenses decreased by more than \$500,000 as the division realized cost savings from a reduction in force of six positions, which was approved in fiscal 2002 and implemented in the first quarter of fiscal 2003.

In its first full year of sales, the Web-based subscription product titled Classification Web enjoyed great success as CDS's banner product and as the major focus of its marketing efforts. With 1,373 subscribers, representing 7,515 concurrent users by the close of the fiscal year, both the product and the promotional effort were obvious successes.

In fiscal 2003, CDS continued to retire legacy products and formats by migrating customers to electronic alternatives. By January 2003, CDS was able to discontinue—with virtually no negative effect on customers—the microfiche product line; the tape reel and tape cartridge options for the MARC Distribution Services; and Classification Plus, one of the division's two CD-ROM titles. Combined revenue for electronic cataloging tools increased by more than \$250,000 over fiscal 2002 as customers shifted from the seven-year-old Classification Plus on CD-ROM to Classification Web. The CDS transition from CD-ROM to Web-based delivery reflects industry-wide trends and customer preferences for the Web as a delivery platform.

In fiscal 2003, work began on a second Web-based subscription service, Cataloger's Desktop on the Web. Scheduled for release in the summer of 2004, this service will provide access to cataloging manuals and technical publications that are now available only in print form and in the CD-ROM product titled Cataloger's Desktop. CDS worked with ALA Publishing to extend for another year the third-party license agreement under which CDS distributes AACR2 in Cataloger's Desktop on CD-ROM. Web distribution of the e-version of AACR2 was also discussed with ALA Publishing.

Despite increasing use of electronic products in the library marketplace, the largest percentage of CDS revenue continued to come from print publications (34 percent), followed by MARC Distribution Services (28 percent), Classification Web (19 percent),

CD-ROM (14 percent), Alert Service (5 percent), and microfiche catalogs (less than 1 percent). The CD-ROM percentage was lower than fiscal 2002's 20 percent because customers migrated from Classification Plus to Classification Web.

The termination of the microfiche product line during fiscal 2003 accounts for the dramatic drop in sales, from \$207,095 in fiscal 2002 to \$12,329 in fiscal 2003, a 94 percent decrease. Readily available online catalogs clearly had now replaced microfiche as a medium for distributing bibliographic data.

The sole remaining CDS card product, the Alert Service, was continued through fiscal 2003, providing card-based alerts to new bibliographic records that meet customers' profiles. Internal and external customers used the service for collection development purposes. Because production costs outstripped sales by \$150,000 in fiscal 2003, CDS announced plans to discontinue the card option for the service, effective January 1, 2004. To meet any remaining customer demand, CDS will continue to offer Alert Service records produced in MARC 21 communications format. MARC 21 files delivered using FTP (file transfer protocol) may be purchased by annual subscription.

Net sales revenue totaled \$4,538,579 in fiscal 2003, compared to \$4,570,316 in fiscal 2002. Sales revenue remained stable as revenue from newer electronic products replaced revenue from discontinued products. Sales from print publications totaled \$1,538,367. Continuing major print publications include *Library of Congress Subject Headings* and *Library of Congress Classification* schedules, plus loose-leaf services such as MARC 21 publications, *Library of Congress Rule Interpretations*, *Subject Cataloging Manual: Subject Headings*, and CONSER documentation. CDS has also entered a niche market for training materials for serials librarians by providing a cost-effective, easily updated product line of PDF (portable document format) publications in support of CONSER's Serials Cataloging Cooperative Training Program (SCCTP). The five SCCTP courses brought in \$21,453, an increase of \$2,702 over fiscal 2002, even though only the inexpensive portable document format was offered this fiscal year. Brisk sales of a completely new edition of the *CONSER Cataloging Manual* brought in \$78,758 for the fiscal year.

No new editions of the Library's Classification Schedules were published in fiscal 2003 so that both CDS and the CPSO could complete developing and testing a new electronic publishing process that would be faster and would eliminate much editing. The major benefit to the customer would be more timely delivery of new editions.

Effective in January 2003, CDS eliminated the separate, higher prices for MARC Distribution Service (cataloging data) subscriptions and retrospective files shipped outside the continental United States. At the same time, tape reel and tape cartridge were discontinued as format options. Fiscal 2003 revenue reflects the new single-tier pricing structure.

To deliver the Library's cataloging data more quickly, CDS increased the frequency of several of its MARC Distribution services publications. Beginning in January 2003, files of cataloging records of the services for *Books Arabic*, *Books CJK*, *Books Hebrew*, *Computer Files*, *Maps*, *Music*, *National Union Catalog of Manuscript Collections* and *LC Manuscripts*, and *Visual Materials* were delivered to subscribers weekly instead of monthly. All MARC subscription files are now available weekly, except for the *Handbook of Latin American Studies* and the *GPO Cataloging* subscriptions, which are distributed monthly, plus the semiannually distributed *Copyright Serials* file. *Books* and *Name Authority* records are also available daily in addition to weekly.

CDS staff members continued preparations for the retirement of the Library's main-frame computer, targeted for December 2004, and made considerable progress toward the necessary transition to a different operating platform. Following a cost analysis of two possible approaches, CDS chose the same system used for the Library's ILS—Endeavor's Voyager system—to house the CDS bibliographic and authority distribution database. The staff also worked directly with the Copyright Office on a plan to convert and transition the copyright cataloging files in COPICS (inventory software) to the MARC-based Endeavor Voyager system.

CDS's total appropriation for fiscal 2003 was \$7,302,248, including the nonreimbursable appropriation of \$802,248 provided to CDS to cover the cost of CDS products and services for the Library's internal use. The earned receipts ceiling of \$6,500,000, which is based on congressional appropriations, allowed CDS to earn up to the ceiling to fund its operation. If earnings occurred above the ceiling, they would be transferred to the U.S. Treasury. The actual earned receipts of \$4,552,403 in fiscal 2003 were \$1,947,597 less than the earned receipts ceiling and represented a planned reserve. This planned reserve allowed CDS to ensure that its expenditures did not exceed revenue. Throughout the year, CDS's Fiscal Section submitted quarterly status of funds reports to the Library Services' budget team and to the Library's Office of the Chief Financial Officer.

Center for the Book

With its network of affiliated centers in all fifty states and the District of Columbia and with the approximately eighty-five organizations that serve as national reading promotion partners, the Center for the Book remained one of the Library's most dynamic and visible educational outreach programs.

The Center for the Book continued to be a successful public-private partnership. As authorized by Public Law 95-129, the center's projects and programs are supported by contributions from individuals, corporations, and foundations. Additional funding comes through interagency transfers from other government agencies. In fiscal 2003, the Center

for the Book received more than \$150,000 for projects and general support from outside the Library. The Library of Congress supported the center's four full-time positions, but all of its projects, events, and publications were funded primarily through contributions from individuals, corporations, foundations, and other organizations, or through the government's interagency transfers.

The Center for the Book celebrated two milestones this year. First, the addition of Delaware, New Hampshire, and Rhode Island to the center's national network of state affiliates brought the total number of state center affiliates to fifty. Second, the center celebrated its twenty-fifth anniversary with a luncheon on December 11, 2002. A special proclamation honoring former Librarian of Congress Daniel J. Boorstin, the center's founder, was presented to him by the current Librarian of Congress, James H. Billington. Through the years, the Center for the Book has inspired the creation of book and reading centers in libraries in the United States and other countries, including twenty-two reading centers that are supported by the Pushkin Library Foundation and are throughout Russia, plus the South African Centre for the Book in the South African National Library in Cape Town.

The Center for the Book contributed to the success of the 2002 National Book Festival and participated in preparations for the 2003 National Book Festival, to be held in early fiscal 2004 (October 2003). The center was particularly involved in engaging author participation and in organizing the Pavilion of the States and "Let's Read America" (Pavilion I). The center also administered "Telling America's Stories," a national reading promotion campaign chaired by First Lady Laura Bush. It sponsored more than thirty events at the Library of Congress and throughout the country that promoted books, reading, literacy, libraries, and the third National Book Festival. The center sponsored fifteen Books & Beyond presentations that were at the Library of Congress and featured authors of new books drawing on the Library's collections and programs. The center also saw continued expansion and increased use of its Web site, which had 447,578 hits during the year.

On March 13, 2003, representatives from more than forty partner organizations to promote reading gathered at the Library to describe their activities and to learn about other reading and literacy programs. During the year, the center cosponsored projects with many of its organizational partners, including Africa Access, American Library Association, Friends of Libraries USA, International Reading Association, National Archives and Records Administration, National Museum of the American Indian, and Washington Area Group for Print Culture Studies.

On May 12, 2003, state representatives to the center participated in an idea-sharing session at the Library to discuss topics including the popular "one book" community read-



The twenty-fifth anniversary logo draws a focus on the Center for the Book.



At the center's anniversary luncheon on December 11, Librarian James H. Billington (left) and the center's founding director John Y. Cole (right) present Librarian Emeritus Daniel J. Boorstin (center) with a proclamation of thanks for his foresight in creating the Center for the Book in 1977. (Photo by Paul Hogroian)

ing projects, book awards programs, and awards programs titled Letters about Literature. The highlight was the presentation of the first Boorstin Community Togetherness Award to the New Mexico Center for the Book.

Letters about Literature, the student essay contest sponsored in association with the Weekly Reader Corporation, concluded another record-breaking year in numbers of entries and involvement by affiliated state centers. More than 32,000 students wrote letters to their favorite authors, and 35 state centers honored state-wide winners.

The Center for the Book continued to administer the Viburnum Foundation's program for supporting family literacy projects in rural public libraries. During the year, the foundation awarded forty-seven grants to small rural libraries in ten states. Regional training workshops were sponsored by the Center for the Book in Little Rock, Arkansas, on August 14–16, 2003, and in Austin, Texas, on September 11–13, 2003.

The Center for the Book's project titled "Read More About It!" is now twenty-two years old. It became a joint project within Library Services in fiscal year 2003. The Digital Reference Team of the Public Service Collections Directorate agreed to assume responsibility for updating the many "Read More About It!" bibliographies prepared by the Center for the Book for the individual American Memory collections.

Federal Library and Information Centers Committee/FEDLINK

During fiscal 2003, the Federal Library and Information Center Committee (FLICC) continued its mission “to foster excellence in federal library and information services through interagency cooperation and to provide guidance and direction for the Federal Library and Information Network (FEDLINK).”

The FLICC Awards Working Group selected the Homer E. Newell Library at the Goddard Space Flight Center, National Air and Space Administration, as Federal Library/Information Center of the Year in the Large Library/Information Center category. The winner in the Small Library/Information Center category was the James A. Haley Veterans’ Hospital Library, Tampa, Florida. The 2002 Federal Librarian of the Year was Ann Parham, Army Librarian, who was recognized for her leadership of the worldwide U.S. Army Library Program. The Federal Library Technician of the Year was Reginald A. Stewart, library technician, U.S. Army Library, Giessen, Germany.

Other FLICC working groups assisted the new Department of Homeland Security in organizing information services for its staff of 180,000 from multiple agencies; implemented a management education series for current and potential federal library managers; and addressed issues such as disaster planning and recovery, cataloging, professional competencies, outsourcing, metrics and performance evaluation, benchmarking, e-government legislation, digital preservation, virtual reference, and other information science policy issues.

Collaborating with the Library’s Office of the General Counsel, FLICC sponsored the fifth annual series of meetings among federal agency legal counsels and agency librarians. This year’s series featured discussions on copyright issues, measurement of Web users’ activities, and rights management for access to research results funded by federal grants.

FLICC’s cooperative network, FEDLINK, continued to enhance its fiscal operations while providing its members with \$57.7 million in transfer pay services, \$28.8 million in direct pay services, and an estimated \$8.7 million in the new Direct Express services, thereby saving federal agencies more than \$10 million in vendor volume discounts and approximately \$8.5 million more in cost avoidance. Furthermore, FEDLINK’s continuing financial management efforts ensured that FEDLINK successfully passed the Library’s financial audit of fiscal year 2002, which was conducted by Kearney & Company.

In the second year of its five-year business plan, FEDLINK developed and implemented its pilot Direct Express program. Using a program similar to making a purchase from a General Services Administration schedule, FEDLINK customers were able to place fiscal year 2003 orders directly with five commercial vendors of online information services. The FEDLINK fee, included in the vendor’s prices, was remitted to FEDLINK by

each vendor on a quarterly basis. Ebsco Publishing (online services only), Gale Group, Lexis-Nexis, ProQuest, and West Group were the first vendors to offer their services under this new streamlined process. All their product and service offerings were available to federal libraries under the pilot: electronic database publications, document delivery services, associated print publications, and specialized access options.

Staff members sponsored thirty-six seminars and workshops on cataloging, virtual reference, and library performance measurement for 1,349 participants, and they conducted fifty-four Online Computer Library Center, Internet, and related training classes for 698 students.

Interpretive Programs Office

In fiscal 2003, the Interpretive Programs Office (IPO) presented six new major exhibitions in the Library's Thomas Jefferson Building (see also Appendix F: Exhibitions and Appendix G: Online Collections and Exhibitions).

Rivers, Edens, Empires: Lewis & Clark and the Revealing of America drew on the Library's rich collections of exploration material. The exhibition featured the trek of the "Corps of Discovery" as a culmination in the quest to connect the east to the west by means of a waterway passage. With support from Congress, the IPO produced a portfolio of twenty-four key items that capture the achievement of the exhibition featuring Lewis and Clark. The items, produced in high-quality facsimile, were distributed to key historical societies along the trail and will be a lasting contribution to the holdings of those institutions and to their ability to interpret this historic journey.

IPO made three changes to the exhibition titled *American Treasures of the Library of Congress*, including a special presentation, *The Dream of Flight*, dedicated to the Wright brothers' achievement a century ago. One change was made to the exhibition titled *World Treasures of the Library of Congress*, along with one minor and one major rotational change to the Bob Hope Gallery of American Entertainment. In addition, IPO mounted twenty-two displays for special events, launched five new online exhibitions (bringing the total to forty-seven), and arranged for travel of four exhibits to six venues in Europe during fiscal 2003. Requests for the loan of 343 Library items were received from forty-four institutions, which included eleven loans to foreign countries as part of the Library's ongoing loan program administered by IPO.

In addition to administering the Library's traveling exhibitions, the IPO initiated projects, scheduled to reach fruition in future years, with partners in the United Kingdom (the forthcoming exhibition about Winston Churchill) and Japan (the traveling exhibition titled *The Floating World of Ukiyo-e: Shadows, Dreams, and Substance*).

In fiscal 2003, programming for younger audiences and families became a central focus of the IPO's mission. The office developed the new *Library of Congress Family Guide* to help family groups tour and understand the Library, its history, its historic Thomas Jefferson Building, and Library exhibitions that are on view in Washington as well as online.

National Library Service for the Blind and Physically Handicapped

The National Library Service for the Blind and Physically Handicapped (NLS) administers the Library's national program that distributes recorded and braille magazines and books, braille and large print music scores, and specially designed playback equipment to residents of the United States who are unable to use standard print materials because of physical or visual impairments. As in other Library units, NLS has welcomed the digital age while diligently pursuing a program to develop digital talking books and the equipment to use them. Digital formats promise higher playback quality and many more years of use than conventional talking books, and NLS has worked with other organizations to invest the necessary resources to accomplish this transition.

During fiscal 2003, NLS completed the five-year development phase of digital talking book (DTB) technology and began the conversion phase to implement the new digital talking books and playback machines by 2008. After five years of development and planning, NLS began moving the talking-book program from analog cassettes to a digital format. With more than 700,000 players and 20 million copies of books on cassettes, NLS estimates that replacing this inventory will cost an estimated \$150 million.

NLS continued to collaborate with others in the industry, both in the United States and abroad. The Digital Long-Term Planning Group, which consists of two members from consumer groups, three state librarians, eight network librarians, and the director of the library of the Canadian National Institute for the Blind, was formed so NLS could work more closely with its network of 140 or more libraries. That collaboration would help with DTB planning and with investigating other parts of the digital world. As part of this cooperative effort, NLS initiated and led the effort to develop a national standard to ensure that DTBs would be the same no matter who provides them. The standard would also facilitate resource sharing among those who serve readers who are blind. A study was undertaken to gather data on user demographics and on physical and cognitive abilities. NLS has developed a model that projects program costs under different scenarios. As it transitions to digital technology, NLS continues to consult directly with state libraries to ensure that the national program is aligned with the direct service that state and local libraries provide to readers who have visual or physical impairments.

With a target date of 2008 to have 20,000 DTB titles and 50,000 players ready for initial distribution, NLS issued the first request for proposals (RFP) in fiscal 2003, including detailed specifications on procurement and quality assurance. Contractors will begin producing DTBs using those specifications in 2004. NLS plans to convert 10,000 of the 40,000 analog recorded catalog titles to DTB format and has issued an RFP for the pilot conversion of 200 titles. NLS also sponsored the development of a system whereby network libraries can duplicate analog cassettes from digital masters and convert analog recordings to digital format. NLS is now defining the hardware and software needed to manage book files during recording and is developing quality assurance procedures.

NLS continued to put significant effort into designing a DTB player that is easy to use and maintain while it provides basic navigation features. As part of this effort, NLS sponsored a contest for digital player design in conjunction with the Industrial Designers Society of America. The top six entries were on display at the Library on October 21 through December 20, 2002. Lachezar Tsvetanov, a student who designed the first-prize prototype playback machine called "the Dook," made opening remarks and cut the ribbon to open the display.

During the year, NLS investigated the possibility of producing DTBs on demand. The cost of establishing collections in network libraries at the levels currently maintained for cassettes may be prohibitive. The shortage of space to house the DTB collections and of staff to circulate them from network libraries presents problems. Therefore, NLS is evaluating an automated system that would accept a list of DTBs that are to be mailed to a patron, transfer the books to memory cartridges, label them, and prepare and address their mailing containers. When returned, the books would be recycled. With such a system, only a few cartridges would be required.

NLS is exploring the feasibility of using on-demand technology at national distribution centers. Network libraries would house and circulate only the 20 percent of the collection that is in high demand. The requests for the rest of the collection would be sent to distribution centers, where on-demand technology could be used to produce the books and mail them.

NLS continued to provide access to braille books and magazines online through the Web-braille system at <<http://www.loc.gov/nls/braille>>. In addition to providing access to braille material for users who have a special braille keyboard and screen, the system allows a library that has lost a braille volume to order a new embossed, bound copy so it can put the title back in circulation.

To assist its network libraries, NLS developed a Web service to relieve those libraries of much of their NLS paperwork. The system enables users to identify and order books,

obtain bibliographic data, order supplies, update their own data, send forms, and retrieve publications through the Internet. This site also supports an interlibrary loan service that currently processes 10,000 transactions a month.

Photoduplication Service

Fiscal 2003 was another successful year for the Photoduplication Service as it focused on continued revenue growth and improved customer service. The division generated \$3.5 million in revenue, a 13 percent increase over the preceding year. The addition of two new staff members and use of more efficient methods for completing orders contributed to an improvement in turnaround times to complete orders.

A new business management system that was purchased at the end of the fiscal year will integrate the division's business activities, including order processing, point-of-sale, order tracking, accounting, customer relationship management, marketing, shipping, inventory, and reporting functions. The system will be implemented in early fiscal 2004.

With the assistance of staff members from the Network Development and MARC Standards Office, Office of the Librarian, and Library Services, the Photoduplication Service launched a new e-commerce Web site, which was linked to the Library's Sales Shop e-commerce site. This initiative was an outgrowth of a similar venture launched in 2001 to increase revenue for both retail activities. Plans continued into fiscal 2004 for increased growth in the number of images offered and for marketing the site.

A total of 63,690 photocopies were produced in fiscal 2003, 8.9 percent more than in fiscal 2002. The majority of the copies were made from material in the general collections, as well as from material in the manuscript and music collections.

The Preservation Reformatting Division forwarded more than 400 preservation microfilming orders during fiscal 2003. The Photoduplication Service microfilmed eighteenth- and nineteenth-century Arabic manuscripts from the Library's exhibition titled *Ancient Manuscripts from the Desert Libraries of Timbuktu*.

More than 11,700 reels of positive microfilm were duplicated for customers. Duplication of microfilm for the National Library of Medicine also continued. As an ongoing program, microfiche duplication resumed during the last quarter of this fiscal year. Subscription customers, who receive duplicates of microfiche produced at Library operations in New Delhi and Jakarta, were very pleased with the resumption of the distribution program.

The Photographic Section completed approximately 7,500 photographic orders, which required retrieval of more than 23,600 negatives from collections in the Prints and Photographs Division. Orders included glass negatives, safety negatives, negatives from

the Historic American Buildings Survey and the Historic American Engineering Record, and nitrate negatives that were housed in Dayton, Ohio. Providing digital files has become an increasingly important part of the operation as more and more customers, particularly publishers, request digital images. Revenue for all digital reproduction increased by 74 percent.

Publishing Office

During fiscal 2003, the Publishing Office produced more than twenty-five books, calendars, and other products describing the Library's collections. (See also Appendix H: Publications.) Copublishing efforts with trade publishers continued as the primary publishing vehicle. Through those efforts, Library of Congress publications found new audiences and increased public knowledge of the Library's collections and exhibitions. New copublishing agreements were signed with Scala Publishers, Harry N. Abrams, and Simon and Schuster. By year's end, nearly fifty cooperative agreements were in effect with publishers such as Amistad/Harper Collins, Cavallini and Company, University Press of New England, and Pomegranate.

In September 2003, the Publishing Office signed a cooperative agreement with Smithsonian Books for a history of the U.S. House of Representatives. Historian Robert V. Remini will research and write the narrative history. The project was authorized by Congress in 1999 under the House Awareness and Preservation Act (PL 106-99). In announcing Remini's appointment to write the history, Librarian of Congress James H. Billington noted, "In addition to being a first-rate writer and historian, he understands the history of the workings of Congress, which is invaluable for this effort."

Released in December 2002, *To Preserve and Protect: The Strategic Stewardship of Cultural Resources* contains essays based on papers delivered at a symposium held at the Library of Congress on October 30-31, 2000. The symposium brought together scholars, experts, and professionals to examine both the preservation and the physical security of collections held in libraries, museums, and other cultural institutions.

In the spring of 2003, the Publishing Office, in collaboration with W. W. Norton, published *Barns*, the inaugural volume of the Norton/Library of Congress Visual Sourcebooks series. Author John Michael Vlach presents a new perspective on American history through one of America's cultural and architectural landmarks. The book also provides a tour of architecturally significant barns across the United States as it traces geographical and chronological continuities of barn type, design, and construction.

The spring also brought the release of *Sondheim on Music: Minor Details and Major Decisions* by Mark Eden Horowitz. Through a series of interviews conducted by the

author, *Sondheim on Music* explores composer Stephen Sondheim's creative process, beginning with his latest work, *Passion*, and working back in time to the early composition titled *Pacific Overtures*.

Among its books in the fall of 2003, the Publishing Office, in collaboration with Amistad/Harper Collins, released *A Small Nation of People: W. E. B. Du Bois and African American Portraits of Progress*. The photographs featured in *A Small Nation of People* were first displayed a century ago in the American Negro exhibit at the 1900 Paris Exposition. They provide an invaluable record of the lives of prosperous, educated, upwardly mobile African Americans, and they served as a counterpoint to the negative stereotypes of African Americans that were prevalent at the turn of the century. *A Small Nation of People*, in addition to its 150 photographs, contains essays by historian David Levering Lewis and photographic historian Deborah Willis, thus providing a rich context for viewing and understanding the photographs.

Also published in the autumn of 2003 was *Books on the Frontier: Print Culture in the American West, 1763–1875*, by Richard W. Clement, who is head of the Department of Special Collections in the Kenneth Spencer Research Library at the University of Kansas and was author of *The Book in America* (Library of Congress, 1996). Clement describes the pioneers who carried books and bookmaking technology across a continent. *Books on the Frontier* tells the story of how the printed word transformed the frontier and how, through that medium, the frontier shaped a national identity. Focusing on images from Library of Congress collections and accounts of the frontier hero in popular literature—particularly Daniel Boone, Davy Crockett, and Buffalo Bill Cody—Clement traces the creation and the transmission of the vision of America as a frontier nation. *Books on the Frontier*, a 140-page hardcover book that was designed by Robert L. Wiser and has seventy-two duotone illustrations, is marketed and distributed by University Press of New England in cooperation with the Library of Congress.

A final fall release for the Publishing Office was *The Thomas Jefferson Building, The Library of Congress*, which was published in association with Scala Publishers. *The Thomas Jefferson Building* is part of Scala Publisher's Art Spaces series, an innovative line of landscape-shaped volumes celebrating the architecture—both contemporary and classical—of buildings containing the art and design of Europe and the New World.

The Annual Report of the Librarian of Congress for the Fiscal Year Ending September 30, 2002, was compiled by the Public Affairs Office and was edited, designed, and produced through the Publishing Office. It included a special section featuring images from the Library's exhibition *Witness and Response: September 11 Acquisitions at the Library of Congress*.

Retail Marketing Office

Fiscal 2003 was a challenging year for the Retail Marketing Office. With the installation of metal detectors impeding the entrance to the Sales Shop in the Thomas Jefferson Building, as well as a generally slow regional economy, the combined revenue for the Jefferson shop and the sales from the online catalog totaled \$1.2 million, a slight decrease from sales in fiscal 2002.

The Web site for Retail Marketing's sales completed its first full year of operation with the new online feature for credit cards. Web site sales for fiscal 2003 totaled \$120,300, with orders from 2,936 customers, an increase of more than 200 percent in transactions and sales compared to fiscal 2002. The average sale per Web site customer was \$41. Because nearly half of the Web site's sales occurred between October and December 2002, and because feedback about the new online ordering system was very positive, Web site sales promised continued growth.

Visitor Services Office

The Visitor Services Office (VSO) plays a vital role in the Library's mission to serve the Congress and the American people. The staff welcomes more than 1 million visitors annually to view the historic Library buildings on Capitol Hill. VSO fosters an understanding of how the institution is closely tied to the history of the American people. Furthermore, VSO staffs the information desks in the Thomas Jefferson, John Adams, and James Madison Memorial Buildings. It also serves as new researchers' initial contact with the Library's huge range of information services. VSO conducts public tours, as well as constituent tours, at the request of congressional offices.

During the fiscal year, VSO conducted 3,995 tours for a total of 118,464 visitors, including 1,266 tours for 40,539 congressional constituents and special groups, and 2,729 tours for 77,925 members of the public. In addition to tours, the office scheduled 194 programs for professional and academic visitors from the United States and sixty-two other countries. The number of constituent tours conducted in fiscal 2003 was nearly double that of the previous year, with individual attendance up threefold. In peak months such as July, when VSO received 6,000 reservations for constituent tours, not all tour requests could be met.

Congressional contact was the fastest-growing part of VSO's work. On average, VSO specialists had direct contact with 230 congressional offices each month, peaking at 281 congressional offices in June. During the fiscal year, VSO provided service to 380 House offices and 96 Senate offices. An average of 200 brochures and educational materials were sent to congressional offices each month. During the winter, VSO staff

members visited all congressional offices to provide office schedulers with tour times and information.

The successful implementation of “Plan 2003 for Library Visitors” allowed the staff members to maintain order in the public spaces, ensure quiet in the Gallery above the Main Reading Room, and use VSO resources wisely. An aggressive volunteer recruitment plan resulted in approximately 220 volunteers who were trained to lead tours; staff the researcher information desk; and help VSO meet heavy commitments to congressional offices, hundreds of schools, and the National Book Festival.

Volunteers served 18,589 hours in fiscal 2003, which represent the equivalent of nearly eleven full-time staff positions. Volunteers responded to 196,848 inquiries from visitors at researcher guidance desks located in the three Library buildings on Capitol Hill. They met with 8,750 new researchers, a decrease of 1,110 from the previous year.

Volunteers from VSO also staffed evening events for the Library’s Office of Special Events and Public Programs, plus tours for the Madison Council. More than 200 VSO volunteers worked a total of 800 hours at the National Book Festival in October. Thirty volunteers were trained to provide information about the exhibition titled *Rivers, Edens, Empires: Lewis & Clark and the Revealing of America*. The loyalty and commitment of VSO’s volunteers, as they learned about the Library’s mission and service to the nation, often went beyond volunteer work. In fact, one volunteer donated \$500,000 to the Library to have a special case built for displaying the Waldseemüller map.

OPERATIONS DIRECTORATE

The Operations Directorate’s mission is to provide support to the service unit managers, thus allowing them to focus on achieving the substance of their work. The Operations Directorate has three divisions: the Automation Planning and Liaison Office, Technical Processing and Automation Instruction Office, and Network Development and MARC Standards Office. Those divisions and the financial management, human resource, Integrated Library System, and management information teams constitute the infrastructure upon which all divisions in Library Services depend for innovative tools, reengineered processes, and customized training. In addition to achieving its goals, the directorate met a series of internal challenges, including implementation of its reorganization. The director of operations accepted a position in the Congressional Research Service, and an acting director was named to take his place. Acting chiefs were assigned to manage the ILS staff and the Automation Planning and Liaison Office. The directorate’s reorganization was still pending at year’s end.

Financial Management Team

The Financial Management Team provided the technical review and tracking of expenditures for more than 10,000 financial documents in appropriated, gift, trust, revolving, and reimbursable funds; prepared the quarterly status of funds reports; coordinated the completion of the fiscal 2004 budget submission and the preparation of the fiscal 2005 submission; and successfully executed the Library Service's 2003 budget.

The team continued to work with the Library-wide Indirect Cost Committee to review the methodology for administrative overhead charges. It also worked with the Office of the Chief Financial Officer to identify criteria for the new financial management system and to improve the method for reporting on the status of funds for the new revolving funds.

Human Resources Team

During fiscal 2003, the Human Resources Team processed personnel action recommendations, vacancy announcement requests, classification actions, reorganizations, and cash awards for employees, as well as coordinating time and leave activities for the service unit.

The team members who concentrated on hiring and staffing issues focused primarily on the continued implementation of the automated system for human resources management for classification and staffing. On a trial basis, all personnel actions completed by selected divisions were routed through the service unit on an exception basis only. This process enabled more timely completion of routine personnel actions and allowed concentration on the resolution of more difficult ones. All positions designated as "succession" or "critical" for fiscal 2003 were filled. The team also began planning for the implementation of the new Web-based time and attendance system.

Integrated Library System

Through the use of a shared database, the Library of Congress's Integrated Library System supports all library functions: acquisitions, cataloging, circulation, the public access catalog, and serials control. The ILS has allowed the Library to discontinue several stand-alone legacy systems that could not be cost-effectively maintained and has permitted greatly enhanced security for the collections and numerous streamlined work processes, as indicated throughout the directorate reports. The Operations Directorate has provided staff members who worked with Information Technology Services in the Office of Strategic Initiatives. They will maintain the ILS and support significant improvements in its capabilities.

In fiscal 2003, the ILS office's key activity focused on improving system performance and enhancing access to collections through the Library of Congress's Online Public Access Catalog (OPAC). A second copy of OPAC was implemented on a new, more powerful E-12000 Sun Server. As a result, the number of simultaneous OPAC users was increased by 64 percent, and the number of customers who could not be accommodated decreased by more than 80 percent. All incoming Z39.50 search traffic is directed to the second copy, while all Web OPAC traffic is directed to the "live" copy.

The Library participated in the design and testing of the Voyager software release that will incorporate Unicode, the standard for input and display of all scripts. The Library has not been able to display catalog records for materials in nonroman languages in their original scripts. When the Voyager with Unicode release is implemented, the Library will be able to record, search, and display records in all languages and scripts that exist in the Library of Congress's online catalog.

The ILS has allowed the Library to discontinue several stand-alone legacy systems....

The NLS catalog had not been included in the initial implementation of the ILS in 1999. The NLS Voyager database became operational for cataloging at the end of January and for OPAC in March. With the help of the Network Development and MARC Standards Office, significant work was done on OPAC and Z39.50 (simultaneous searching) client modules of the ILS to make them accessible to patrons who have visual or physical impairments.

The CRS Voyager application increased to full production in 2003. The Copyright Office began preparations for migrating the COPICS database to Voyager. With those implementations, the Copyright Office, NLS, CRS, and the Law Library and Library Services would use the same basic software to offer searching and access services to their patrons. In addition, the ILS staff completed testing hardware and ILS software for use in the Telework pilot.

To extend the capabilities of the ILS beyond the basic functionality provided by Voyager software, the ILS staff identified and implemented integratable software applications from other vendors. A project was begun to test the suitability of the Consortium Loan System's software, which was developed by the Washington Research Library Consortium (WRLC). Under the negotiated agreement, WRLC would provide both software and basic implementation assistance to the Library at no charge. The Library also purchased the electronic resources management system (ERMS) module from Innovative Interfaces, which will be used to track more than 20,000 subscriptions for electronic resources that are used by the Library.

Automation Planning and Liaison Office

The Automation Planning and Liaison Office (APLO) processed various requests for special software and hardware for programs such as the Baseline Inventory Program and the projects of ILS, Geographic Information System, and Digital Conversion. Application software procurement focused primarily on graphics packages, diagnostic tools, and Web-design applications, as well as those programs that support digital reference and associated maintenance agreements.

As part of its routine workload, APLO had staff members who completed more than 800 software installations and installed more than fifty ergonomic devices for divisions within the Library's service unit. In addition, APLO continued to provide daily support for its service unit staff using the bibliographic services of the Online Computer Library Center and the Research Libraries Information Network.

Working with the special format divisions, the Library's Encoded Archival Description Technical Group, which is chaired in APLO, continued to increase the functionality of its finding aids Web site.

Staff members of the Automation Planning and Liaison Office and personnel from the Network Development and MARC Standards Office (NDMSO) expanded support for the Library's "handles" (persistent digital resource identifiers) server to include both digital collections for the Area Studies Collections Directorate and subscription resources with passwords. More than 500,000 handles are now registered in the Library's handle server. The Library also joined a new interagency task force that is evaluating the use of persistent identifiers in the federal government community. CENDI is an interagency working group supported by nine federal agencies: the Departments of Commerce and Energy; the Environmental Protection Agency; the National Aeronautics and Space Administration; the National Libraries of Agriculture, Education, and Medicine; and the Departments of Defense and Interior.

Enhancements of the Integrated Field Office System continued to be actively developed, and several new test versions were released for production to all field offices. While recent embassy closures and evacuations have slowed the pace of development somewhat, the full system—for cataloging, acquisitions, accounting, and reporting—was planned for production next fiscal year.

In coordination with the Nairobi field office, NDMSO, and Information Technology Services, APLO completed the implementation of the *Quarterly Index to African Periodical Literature*, a specialized online reference resource that has been very well received by scholars and program participants.

Network Development and MARC Standards Office

The Library of Congress is a world leader in the development and promulgation of standards and best practices in bibliographic control, library-related information technology, and digital libraries. Standards are needed more than ever in view of the increasing diversity of digital formats and the competition among industrial producers of digital entertainment and content. Within Library Services, NDMSO is the focal point for technical library, network, and digital standards and related planning, as it coordinates with the Office of Strategic Initiatives and external organizations. In addition to the role of NDMSO in representing the Library in the World Wide Web Consortium, ISO, and National Information Standards Organization, the highlights of fiscal 2003 included the following:

- Serving as the development and maintenance agency responsible for the Metadata Encoding and Transmission Standard (METS), an important standard for repository management of digital objects, and working with the international METS Editorial Board in the release of Version 1.3
- Gaining the METS Editorial Board's endorsement of metadata object description schema, which is a simpler XML companion to MARCXML, and the metadata for images in XML schema (MIX) as extension schema
- Finalizing version 1.1 of SRW, a protocol of the Z39.50–International Next Generation (ZING) initiative that evolves the widely implemented Z39.50 information retrieval protocol to a new Web service
- Assuming coordinating responsibility for work assigned to the Library as part of the new IFLA/CDNL Alliance for Bibliographic Standards (ICABS), which is sponsored by the International Federation of Library Associations and Institutions (IFLA) and the Conference of Directors of National Libraries (CDNL)
- Completing requirements for a content management system for Library Services' Web site in collaboration with the Office of Strategic Initiatives and the Web masters from Library Services and related areas
- Opening the digital site titled Patriotism with a new experimental approach to the underlying technology that will make the digital items more easily repurposed and will open the way to support for various object behaviors

- Further developing and refining an Internet technical training curriculum and the expanded related training opportunities that will give the Library staff the necessary competencies for all levels of Internet and Web development

Technical Processing and Automation Instruction Office

The Technical Processing and Automation Instruction Office (TPAIO) mounted a major effort to provide the necessary training for Library Services staff members to make the transition from legacy systems and analog collections to an environment that integrates the analog and digital realms. Preparing course materials and online quick-tips and then launching, in cooperation with the Cataloging Distribution Service, the Cataloger's Desktop online course absorbed most of TPAIO's resources. TPAIO trained 3,495 staff members this year, a modest decrease from the 2002 total of 4,750, while losing three senior instructors.

The Library Services staff attended 290 external training classes at a cost of \$161,000 for an average cost per class of \$555. A total of 2,912 Library Services staff members attended 151 classes sponsored by Library of Congress Internal University (LCIU). This figure includes those who completed the mandatory Computer Security Awareness course offered online. Library Services spent \$49,255 on LCIU courses, for an average cost per class of \$326. Considering all TPAIO, LCIU, contract, and external training, Library Services staff members attended 6,697 classes.

During fiscal 2003, TPAIO processed ten fast-track audits and completed 21,000 transactions connected with registering staff members for classes, notifying them of attendance, and recording them in Pathlore, the office's training statistical database. For the first time, TPAIO handled credit card transactions for attendance at external training. In support of TPAIO's training program, the three office staff members provided 1,230 hours of consulting services to TPAIO's customers.

The office designed and taught eleven new short courses. An additional eleven courses were revised. The office's focus on Web-based training resulted in the launching of a major free online course, Cataloger's Desktop, on the CDS Web site. Fifty-one percent of Library Services staff attended at least one TPAIO course. The office also trained 420 staff members from other service units.

PRESERVATION DIRECTORATE

During fiscal 2003, the Preservation Directorate provided a comprehensive range of services to preserve, protect, and make available the Library's extensive collections. Through the coordinated efforts of staff members in the directorate's four divisions and

two special programs, 1,873,453 items were preserved at a total cost of \$12,164,716. The average cost per item was \$6.49, \$3.46 less than in fiscal 2002.

Notable accomplishments included providing 35,000 hours of conservation treatment for custodial division collections, including the selection and stabilization of 600 items for the National Digital Library, the successful completion of year two of a five-year preventive preservation initiative, the deacidification of 223,575 books and 1 million sheets of paper, the completion of the second year of a multiyear project to determine the life expectancy of compact disc media, and the preservation microfilming of 2.1 million exposures (4.3 million pages) for Congress and the public. Digital preservation activities included hosting visits for experts in national and international digital preservation, providing consultations with digital preservation research experts and laboratories, and providing support for the efforts of the National Digital Information Infrastructure and Preservation Program.

During fiscal 2003, guidelines for responding to water-related emergencies were revised and included in the Library's Comprehensive Emergency Management Plan. The Conservation Division and key areas in other divisions of Preservation Directorate received security upgrades. The Library's Top Treasures list was also revised. To enhance emergency preparedness, the directorate dispensed collection emergency response kits to Library divisions and staff members trained in their use. A mobile flash freezer unit, for emergency response, was also installed.

Preservation of Digital Assets

To support the Library's digital preservation efforts, the Preservation Directorate developed a technical plan that uses digital tools that extend the range of preservation services and options available to collection stewards. The plan focused specifically on the development of digital reformatting capabilities, hybrid approaches to preserving content that use both analog and digital approaches, and applied digital preservation research.

Building partnerships was a top priority of the technical plan, and during the fiscal year the directorate forged several important collaborations. The first of those involved a collaboration with the Department of Energy's Lawrence Berkeley Laboratory to develop a proposal for a two-dimensional imaging device for horizontally modulated recording media. The second involved an interagency agreement with the National Institute of Standards and Technology to conduct a series of life-expectancy tests on compact disc (CD) and on digital versatile disc (DVD) media. The third collaboration involved a series of planning meetings with scientists from the Johns Hopkins University Applied Physics Laboratory. Those discussions focused on developing tools and strategies for preserving

and providing sustained access to diverse databases, plus the commissioning of research regarding the design of preservation repository architecture, including definition of aspects that constitute a “trusted digital repository.” A series of pilot projects and position papers on these topics was planned for the next fiscal year.

Off-Site Library Facilities

To support the off-site storage of Library collections, the directorate completed the first year of a three-year project to preserve, package, and label items in advance of their relocation to the National Audio-Visual Conservation Center (NAVCC) in Culpeper, Virginia, and to Module 2 of the facility at Fort Meade, Maryland. The project provided resources for the staff, plus supplies necessary to package and label materials from the Library collection so they arrive at their destinations preserved and ready for use.

Core Preservation Program Activities

The directorate continued to convene the Preservation and Motion Picture, Broadcasting, and Recorded Sound (MBRS) Working Group to address issues regarding the preservation of sound and moving image materials. The group developed specifications for stainless steel film storage cans and procured the first shipment of those cans.

To address this and other preservation work, the directorate recruited nine new conservators in the Conservation Division, eight new technicians in the Binding and Collections Care Division, and two permanent staff members in the Preservation Research and Testing Division, in addition to numerous temporary staff members. The directorate also gained a new chief of the Preservation Reformatting Division. To support increased diversity in the Library and to make conservation opportunities available to a broader, more diverse group of professionals, the directorate worked with the Library’s Office of Workforce Diversity to develop a plan for a multicultural fellowship. A marketing plan and Web site are being developed, with a launch date scheduled in fiscal 2004.

Conservation Division

The Conservation Division surveyed 7,074,700 special collection items for treatment, digitization, exhibition, and relocation to off-site storage. Staff members treated 12,000 books, paper, and photographic and mixed media materials, and they housed 313,000 items. Major projects included examination, documentation, and emergency preparedness and storage for items on the Library’s Top Treasures list. Additionally, the newly acquired 1507 Waldseemüller Map of the World (*Cosmographia Mundi*)—the first map on which the word “America” appears—was analyzed, was treated, and was placed into a

preservation-quality protective housing for exhibition and storage. The exhibition case uses passive methods to achieve environmental stability. Fiber-optic lights were used in the exhibition to ensure long-term preservation of the map.

Conservators performed condition assessments on more than eighty-five special collections covering more than 58,300 items. Each collection was assigned a preservation priority rating that will guide future treatment. Conservators treated more than 8,000 rare books, manuscripts, and photographs, and they housed more than 23,000 items from twelve custodial divisions. Treasures from all divisions were documented and given protective housings.

To support the Library's active exhibition and loan program, conservators processed more than 310 items from eight divisions for thirty-four external loans, and more than 500 items from eight divisions for eleven in-house exhibitions, which included Library collection materials for three rotational exhibitions (*Bob Hope*, *Gershwin*, and *American Treasures*).

The second year of the paper strengthening pilot program saw the conclusion of a comprehensive testing program and the start of treating Library collection material. A process called mechanical paper splitting was selected as the best candidate for increasing the strength and life span of brittle paper. Samples treated by the vendor were tested thoroughly, and additional research into presplitting treatment was conducted in collaboration with the Preservation Research and Testing Division. The research and analysis resulted in defining a treatment protocol to be used by the vendor in treating the Library's collection material. Approximately 1,500 pages of the *New York Journal* were treated, resulting in a dramatic improvement of the newspaper's durability and usability.

Work continued on developing written preservation specifications for equipment and furnishings for collections.

An environmental monitoring project continued with the Image Permanence Institute to optimize collection environments using existing equipment. An additional sixty-two preservation environment monitors were added to twenty-two earlier installations, bringing the total to eighty-four monitors throughout collection storage areas in all custodial divisions, including Fort Meade, Maryland, and Culpeper, Virginia.

The second Getty Grant Program Fellow completed collection and item-level surveys in the pre-Meiji collections of the Asian Division and the French Law rare book collections in the Law Division, where an environmental survey of the rare book vault was also undertaken.

To share with the important work that takes place at the Library, conservators presented more than two dozen lectures and workshops at the Library, across the United

States, and in Italy, Latin America, Scandinavia, Switzerland, and the United Kingdom. Additionally, a new series of twelve programs, Topics in Preservation Science (TOPS), was implemented to continue the directorate's long tradition of scientific training, innovation, and collaboration.

The directorate hosted a three-day workshop, funded by the Andrew W. Mellon Foundation, titled "Photographs and Preventive Conservation: Theory, Practice, and Implementation." More than seventy people from around the world attended. Like the TOPS programs, this workshop will be made accessible from the Preservation Directorate's Web site.

Division staff members contributed content to the Library's Comprehensive Emergency Management Plan and to the Library's Security Plan. Then they developed the Treasures Emergency Management Plan.

Staff members offered a conservation clinic for the general public at the annual National Book Festival.

Binding and Collections Care Division

The Binding and Collections Care Division (BCCD) provided timely commercial bindery preparation, repair, labeling, and box-making for Library collections. Staff members labeled a total of 166,906 volumes, reviewed the quality of 219,187 volumes, and prepared 94,355 volumes for binding. Staff members also bound 6,274 pamphlets and sent 221,053 volumes for commercial binding, of which 51,381 monographs and 32,303 serials were processed by contractors.

The workflow of the Library's Mass Deacidification Program was merged with workflow of the Binding Preparation Section so books could be identified for deacidification upon return from the bindery.

The BCCD Collections Care Section repaired 2,867 volumes and constructed 10,357 boxes. The section hosted four interns and volunteers, who contributed to preserving the Library's collections.

Preservation Research and Testing Division

Research carried out in the Preservation Research and Testing Division produced a new technique that could discern and quantify the aging of paper over weeks and months instead of decades. Those techniques were applied to the aging of several different papers at and above room temperature. The studies will make lifetime projections of various papers possible with a much higher degree of confidence than ever before. Results of this work are to be published in fiscal 2004.

Work on developing preservation standards included the following:

- Participating in the Standards Board for the Association for Image and Information Management to develop a PDF standard for archival or permanent documents
- Chairing the American Society for Testing and Materials Subcommittee D14.50 for Hot Melts and for Pressure Sensitive and Archival Adhesives, to develop international standards for labeling and pressure-sensitive adhesive materials for libraries and archives
- Developing specifications for permanent and durable materials to house Library collections
- Participating in DVD Association meetings held to form a government-wide special interest group that is dedicated to addressing longevity issues as DVD technology develops and matures.

Preservation Reformatting Division

The Preservation Reformatting Division (PRD) successfully preserved 4,348,720 pages of Library material through microfilming (2,190,702 exposures or 4.3 million pages), preservation facsimile (39,722 pages), and digitization (8,998 pages) for service to the public. The reformatted material was drawn from three Area Studies Collections divisions, seven Public Service Collections divisions, and the Law Library.

The Preservation Reformatting Division made significant progress in eliminating or reducing several custodial division arrearages. This work included elimination of the microfilming arrearage of the African and Middle Eastern Division's newspaper; completion of the microfiche project for the Science, Technology, and Business Publications Board's brittle documents; and reduction of the arrearage of the Hispanic Government Publications. PRD staff members continued working with the Photoduplication Service to process brittle materials for filming, thereby collating more than 312,000 pages of foreign language material.

The preservation facsimile program replaced seventy-five embrittled reference volumes (39,722 pages) from the Library's reading rooms with preservation-quality, acid-free paper facsimile volumes bound to the Library's standards. Efforts were taken to begin transforming this existing analog preservation process into a hybrid analog and digital solution.

The digital preservation reformatting component of PRD went into production with its digitization project of the Interlibrary Loan Brittle Book. Working collaboratively with

the Collections Access, Loan, and Management Division, PRD staff members digitally processed more than 100 public domain items (8,998 page images) that were too brittle for traditional interlibrary loan delivery mechanisms, making them available on the Web to the original requester and other future users.

In an effort to better preserve important characteristics of large-format color materials acquired by the African/Asian Acquisition and Overseas Operations Division's Rio de Janeiro office, PRD arranged for the digitization of posters and microfilming of text documents to create the eleventh supplement of Brazil's Popular Groups, which is a microfilm collection. This specialized collection of newsletters, house reports, brochures, and educational materials from all regions of Brazil documents the ideas and activities of organizations and popular movements not available from traditional publications.

Mass Deacidification Program

With a successful mass deacidification program in place since 1996, the Library has extended the useful life of more than 775,000 books by using a new preservation technology that neutralizes the acid in paper. During fiscal 2003, the Library ramped up treatment to 200,000 books, achieving the third-year goal of a five-year contract that will enable the Library to deacidify 1 million books. Achieving another important objective of its Thirty-Year (One Generation) Mass Deacidification Plan, the Library used the new on-site single-sheet treatment cylinder, which was installed late in fiscal 2002, to deacidify 1 million pages of nonbook, paper-based materials during fiscal 2003.

United States Newspaper Program

Fiscal 2003 marked the twentieth anniversary of the U.S. Newspaper Program (USNP). During the past twenty years, access to newspapers was greatly enhanced through the program's effort to catalog more than 167,700 titles and to preserve on microfilm an anticipated 65.8 million newspaper pages. The National Endowment for the Humanities (NEH) expected to conclude the existing USNP by 2007. The Library and NEH staff members engaged in intensive discussions during 2003 on how best to make the fruits of the USNP microfilming effort digitally available. Negotiations with NEH were ongoing at the close of the fiscal year.

Grant awards from NEH of \$1.67 million in fiscal 2003 funded continuing USNP projects in three states: California, Illinois, and Virginia. State projects were completed in Arizona. Active projects continued in Michigan, New York, and Tennessee. To date, NEH has provided \$49.2 million in support of USNP projects. Nonfederal contributions totaled approximately \$19.6 million.

PUBLIC SERVICE COLLECTIONS DIRECTORATE

The Public Service Collections Directorate made progress in reducing the special format arrears; added outstanding materials to the Library's collections; opened the new off-site storage facility at Fort Meade, Maryland, and prepared for the opening of the site in Culpeper, Virginia; significantly improved the security of the collection; and integrated digital activities into core mission processes during fiscal 2003.

American Folklife Center and Veterans History Project

Under the auspices of the Library's American Folklife Center, the Veterans History Project (VHP) received excellent media coverage, including CBS and CNN Memorial Day coverage; coverage on Ohio Public Radio and ABC Radio programs; and articles in *American Libraries*, *USA Today*, and Chicago's *Daily Southtown*. A free Online Oral History Seminar is offered through the VHP Web site link to AARP, and VHP has provided free workshops in twenty-five states.

During fiscal 2003, the VHP Web site received more than 5,000 hits on average daily, with more than 50,000 around Memorial Day. The National Registry of Service was made available on Veterans Day 2002. It listed individual interviewees and pertinent information such as their branch and years of service. At the White House Conference on "American History, Civics, and Service," the Veterans History Project was one of the Library units selected to feature Web highlights from its collection under the heading *Courage, Patriotism, Community*. On Memorial Day 2003, twenty-four notable collections featuring courage, patriotism, and community were shown for the first time on the *Experiencing War* exhibition site on VHP's main Web page. A number of VHP events were hosted or sponsored by many congressional offices. The VHP is also collecting the oral histories of members of Congress who are veterans.

The Veterans History Project highlighted the contributions of veterans during its various heritage month celebrations. The speaker at the 2002 Hispanic Heritage Month program was Representative Joseph Baca (D-Calif.). Filmmaker Sonya Rhee discussed her Public Broadcasting Service documentary film *Soldados: Chicanos in Vietnam* as part of the Hispanic Heritage Month celebration. The African American History Month program featured Renee Poussaint, executive director and cofounder of the National Visionary Leadership Project. The Women's History Month program titled "Salute to Women" included a show-and-tell presentation of women's materials from the collections and a VHP Web site tour by the VHP staff. Francis Y. Sogi, Five Star Council member, spoke at the Asian Pacific American Heritage Month program in May.



Representative Joseph Baca (D-Calif.) marked Hispanic Heritage Month at the Library with a speech encouraging Latino participation in the Veterans History Project. (Photo by Jason Lee)

At the second National Book Festival on October 12, 2002, VHP staffed tables and computers in the Library of Congress Pavilion and presented a demonstration interview with Five Star Council member Sam Gibbons. Cosponsored with AARP Georgia, the Atlanta D-Day program was held on June 6 at the Atlanta History Center. Speakers included the governor of Georgia, the secretary of Veterans Affairs, several AARP board members, Library of Congress representatives, and a panel of D-Day veterans from Georgia. The Atlanta History Center announced a new program to hold weekly open houses to collect stories from Georgia veterans.

In invitational events at the Veterans Day program in Sacramento, California, VHP joined AARP California and other California partners in showcasing the Veterans History Project to the California media and launching the involvement of AARP volunteers there. The VHP partner meeting and the Five Star Council meeting were both held at the Library on May 2, 2003. VHP welcomed approximately ninety-nine representatives from seventy-three official partner organizations in twenty-four states.

In connection with the Library's tribute to Bob Hope's 100th birthday on May 22, VHP conducted demonstration interviews with former United Service Organization (USO) performers Tony Hope, Patty Thomas, and Fayard Nicholas.

The American Folklife Center (AFC) served as a partner and adviser for the Arizona Heritage Project, an in-school community heritage program funded by the Salt River Project (SRP), an Arizona utility company. In June and September, AFC staff members attended the first summer institute of the Arizona Heritage Project. Under a collaborative agreement, AFC and SRP will continue to refine and develop the Arizona Heritage Project's in-school program until December 2004.

The AFC entered a partnership with StoryCorps, a national project of Sound Portraits Productions to encourage friends and family members to interview one another at recording booths established around the country. The participants receive a recording, and some oral histories may be used in radio programming. The Archive of Folk Culture will become the repository for digital files of materials collected by the project.

Rounder Records of Cambridge, Massachusetts, issued CD versions of two recorded-sound albums from the Library's historic series on folk music of the United States: *Folk Music from Wisconsin* and *Songs of Mormons & Songs of the West*.

On December 5-7, 2002, AFC staff members attended the UNESCO conference "Protecting the Cultural and Natural Heritage in the Western Hemisphere: Lessons from the Past, Looking to the Future," at Harvard University, Cambridge, Massachusetts. On December 9-11, members of the U.S. delegation attended the Fourth Session of the Intergovernmental Committee on Intellectual Property and Genetic Resources,

Traditional Knowledge, and Folklore sponsored by the World Intellectual Property Organization in Geneva, Switzerland.

Arrearage Reduction

At the close of fiscal 2003, the arrearage in special formats, which—except for rare books—are processed in the Public Service Collections Directorate, was 20,145,910 items, representing a total reduction of 43 percent since the Library's original arrearage census of September 1989. The Cataloging Directorate had reduced the rare book arrearage by 72 percent, to fewer than 100,000 items. The arrearage of pictorial materials had decreased by 69 percent and that of maps by more than 45 percent. Approximately half the arrearage of music and sound recordings had been eliminated, as well as 63.5 percent of the moving-image arrearage. The arrearage of manuscripts stood at 11,504,993 items, technically a reduction of only 15 percent since 1989 but actually reflecting the Library's success in acquiring huge and valuable new collections of manuscripts, which had been processed in the intervening years.

Pending review of draft collection guides, the AFC completed processing of the following collections in fiscal 2003: Joel Halpern, Dunaway/Seeger, Leadbelly/Lomax, Julie McCullough/Folklore Society of Greater Washington, Todd-Sonkin Migrant Workers, Anne and Frank Warner, and Sam Eskin. The Save Our Sounds project entered its third year, and considerable progress was made on all of the eight collections earmarked for digitization: Eloise Hubbard Linscott Collection, American Dialect Society, Don Yoder Collection, International Storytelling Collection, James Madison Carpenter Collection, Eleanor Dickinson Collection, Zuni Storytelling Collection, and the Pearl Harbor Collection. All items in these collections have been digitized, all data have been entered, and the body of work is now completely accessible as an American Memory site.

The Geography and Map Division placed 25,872 map sheets under bibliographic control. Among electronic cartographic resources, 174 new records were created, controlling 1,339 items. The Manuscript Division processed 724,468 items from the Library's arrearage. In the Motion Picture, Broadcasting, and Recorded Sound Division, 1,837 reels of 16mm and 35mm archival film elements in the NBC Kinescope Collection were physically processed and labeled, and MAVIS control records were updated. The Music Division cleared 146,971 items, including 80,640 of the 1 million items in the Theodore Presser Collection.

In fiscal 2003, the pictorial materials arrearage was reduced by 156,528 items. In partnership with the Research Libraries Group Cultural Materials Initiative, the Prints and

Photographs Division cataloged and digitized 768 rare historical prints in the Tissandier Collection (development of balloon flight from the 1700s to 1900s). In addition, the minimal, inventory-level approach to captions allowed all 5,000 glass negatives in the Brady-Handy Collection to be scanned and added to the online catalog of prints and photographs. Processing of the *LOOK* Magazine Photograph Archive reached its final year and contributed to the bulk of the numeric reduction.

Staff members in the Serial and Government Publications Division cleared 43,753 items this fiscal year. To date, they have cleared 99 percent of the arrearages identified in the 1989 arrearage census.

Collections Access, Loan, and Management Division (CALM)

The scan-on-demand service for interlibrary loans moved from pilot to production. The volume of public-domain pamphlets scanned for interlibrary loan requesters averaged ten per month.

The Telework pilot debuted in November 2002. To enable Library staff members to use in-process and completed-collection materials while working at home, the CALM staff charged approximately 20,000 items, absorbing this large additional workload without adding to the staff. CALM also received 1,619 questions through QuestionPoint.

Digital Reference Team

To further the Library's research and reference outreach programs, the Digital Reference Team (DRT) hosted 220 programs for 4,722 participants. Attending the twenty-one in-house and off-site teacher workshops were 442 educators, and 2,780 educators and students participated in ninety videoconference sessions. The DRT also offered 103 programs for 1,500 guests of the Library. Workshops about using American Memory and the Library's digital collections shifted their focus from being generic sessions for new users to being more specialized sessions for more computer-literate audiences. The team handled, electronically, 15,000 requests for information, more than twice as many as in the preceding fiscal year. Additionally, the team presented 1,600 "live chat" sessions for interactive conversations between reference librarians and Web users.

Journeys and Crossings, a project designed to highlight the Library's most exciting and historically significant materials through Webcasts, was inaugurated in fiscal 2003. Two new distance-learning workshops that use videoconferencing were developed for K-12 teachers and students and life-long learners: "Gathering Your Communities Stories" and "The Spy Map and General Washington."

MINERVA (Mapping the Internet: Electronic Resources Virtual Archive)

The Web Preservation Project titled MINERVA, staffed by an interdivisional Library of Congress team, was established to initiate a broad program to collect and preserve primary source materials that were created in digital form and are at risk of disappearing from the cultural record. In collaboration with WebArchivist.org of the State University of New York (SUNY) Institute of Technology and the Internet Archive, in 2003 MINERVA created the Election 2002 Web Archive. The Pew Charitable Trusts supplied additional funding through the University of Washington's Center for Communication and Civic Engagement.

The Election 2002 Web Archive is a selective collection of nearly 3,000 sites archived between July 1, 2002, and November 30, 2002. During the course of the project, the MINERVA team worked closely with WebArchivist.org to manage the collection and permissions process, to catalog the Web sites, and to develop a browser interface that provides access to researchers of the collection. On election day, the team's reference specialist traveled to the SUNY Institute of Technology to monitor the elections and to select additional content. A snapshot of the home pages of these election day sites was generated throughout the day to create an exciting look at the day's activities.

The initial March 4, 2003, release of the Election 2002 Web Archive included Web sites produced by congressional and gubernatorial candidates. It featured a special "drill search" interface developed with WebArchivist.org, allowing access to the Web Archive's records and archived sites. In July 2003, the Library of Congress began hosting the archive directly from Library servers. That major accomplishment was done with the support of staff members in the Information Technology Services office (previous collections had been temporarily hosted by the Internet Archive).

In fiscal 2003, the MINERVA project collected Web sites relating to the 107th Congress and the war in Iraq. The MINERVA team also focused on the cataloging of 2,500 Web archive sites about 9/11 (in collaboration again with WebArchivist.org), and it worked on other issues related to accessing and searching the Library's Web archives with Information Technology Services and the cataloging staff. To better manage the labor-intensive notification and permissions process necessary for creating a Web archives for the Library, the MINERVA team worked with staff members from the Office of Strategic Initiatives to develop an online database system that will enable more efficient mailing and tracking of Web sites identified for collection. This system was first used for the collection about the war in Iraq, and the team will continue to improve and refine the tool in 2004.

Collection-level AACR2 and MARC catalog records were created for each thematic Web site collected in order to represent those items in the ILS. Building on traditional

methods, the Library is in the process of supplementing the collection-level metadata by experimenting with the creation of title-level descriptive metadata for each site within the collection using the MODS.

In April 2003, the Library of Congress completed a Collections Policy Statement (CPS) for Web Site Capture and Archiving. This CPS is available on the Collections Policy Committee Web site.

The MINERVA team initiated and coordinated a test of the OCLC Digital Archive, which integrates the processes of cataloging, harvesting, ingesting, and disseminating into a service package. The MINERVA testers found that this service could be useful to the Library of Congress and negotiated an extension of the testing period into the next fiscal year.

Reference Service and Outreach

During the buildup and early days of the war in Iraq, congressional staff members and the Congressional Research Service often consulted the collections of the Geography and Map Division (G&M). Reference staff members filled numerous requests for maps of Iraq and the surrounding areas. In addition to mounting maps of Iraq on the G&M Web site called Places in the News, staff members were able to provide congressional offices with original copies as a result of the Central Intelligence Agency's providing multiple copies to the division.

This was the ninth year that the Humanities and Social Sciences Division offered research orientations to the public—a total of 41 day and evening classes. The Main Reading Room staff gave briefings to 1,018 individuals.

The Manuscript Division and Humanities and Social Sciences Division organized the symposium titled “Resourceful Women: Researching and Interpreting American Women’s History,” which was held June 19–20, 2003. The program featured thirty-one speakers, five panels, three historical performances, two opening sessions, a closing address, research orientations, a film series, and a major keynote evening panel with two Supreme Court justices. The symposium marked the online debut of the printed publication titled *American Women: A Library of Congress Guide for the Study of Women’s History and Culture in the United States*.

The Motion Picture, Broadcasting, and Recorded Sound Division continued to administer the activities of the National Film Preservation Board (NFPB) and the National Recording Preservation Board (NRPB), the selection of the titles for the National Film Registry, and the acquisition of archival-quality material on registry titles. MBRs also maintained the NFPB and NRPB Web sites; implemented portions of the national film

preservation plan; and served as liaison with the NFPB and NRPB charitable affiliates, the National Film Preservation Foundation, and the National Recording Preservation Foundation.

During the year, MBRS coordinated the creation of the first National Recording Registry, in collaboration with the NRPB. Under the terms of the National Recording Preservation Act of 2000, the Librarian of Congress selected the first fifty titles for the registry in January.

In fiscal 2003, the Prints and Photographs Division's online catalog was accessed by 241,808 users, who conducted 1,799,820 online searches. Reading Room staff members answered 19,560 in-person queries, 5,541 telephone queries, and 6,185 electronic mail queries. As a result of increasing electronic patronage and because of a consequent decline in in-person readership, the daily schedule of the Reading Room staff was reorganized to allow more time for the developing online reference aids and collections and for answering a growing number of electronic queries.

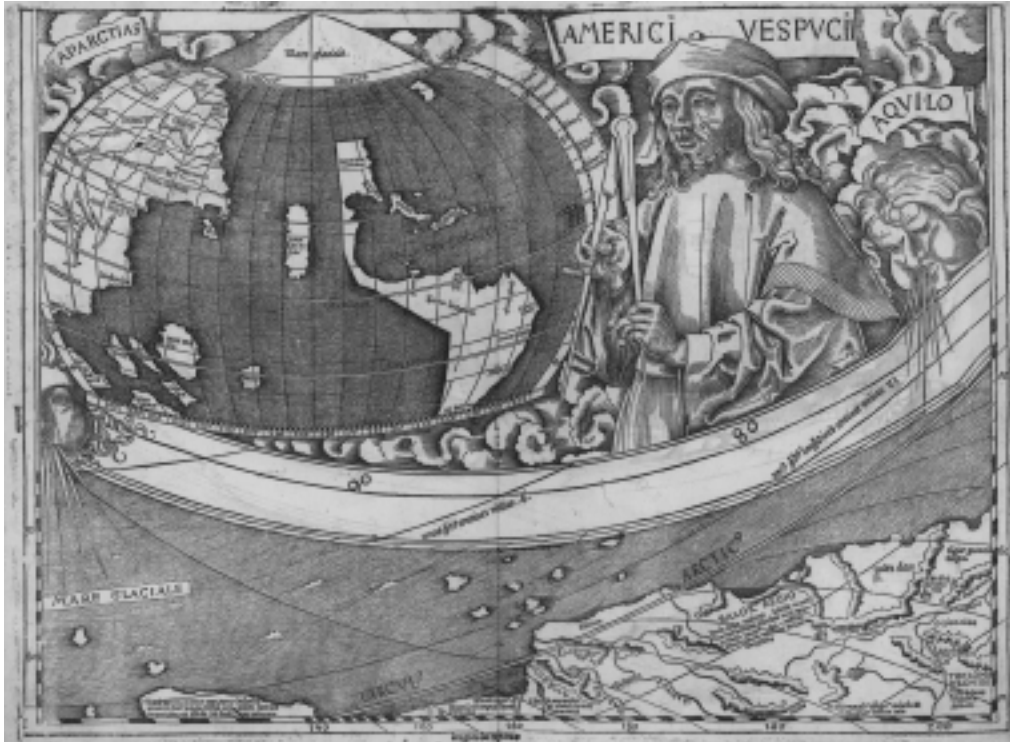
The Science, Technology, and Business Division, the Office of Scholarly Programs, and the Asian Division cosponsored a symposium on Chinese economics, which included a panel of three leading China scholars and a Kluge Fellow.

The division inaugurated "Everyday Mysteries" and "Hot Topics" on its Web site. It then began integrating Library of Congress catalog records of remote-access Internet resources in the public domain into INFOMINE, the cooperative database of scholarly Internet resource collections developed at the University of California, Wake Forest University, California State University-Fresno, and the University of Detroit-Mercy.

In August, the Serial and Government Publications Division hosted a group of Scripps-Howard News Service senior editors. They reviewed one week's worth of approximately forty small newspapers that subscribed to their news service so they could see for themselves how the articles they provided were used by the various papers. By seeing which stories were used, plus when, where, and how they appeared, the editors could better serve their clients and could improve reporting of the news in general.

Significant Acquisitions

In addition to receiving more than 900,000 items through the Copyright Office, the curators and the area and subject specialists of Library Services worked tirelessly to enhance the Library's collections. Books and journals are staples of any library, including the nation's library. In addition, as researchers seek to document the cultures and civilizations of the late twentieth and the twenty-first centuries, they will turn increasingly to materials in other formats. The acquisitions described below are only a few of the new col-



One of twelve panels of the map of the world by Martin Waldseemüller, 1507, features Amerigo Vespucci. The map was the first to call the New World “America.”

lections in 2003 that would ensure that the Library of Congress could provide access to the human record in the future.

The American Folklife Center received the Anthony G. Barrand American Morris-, Sword-, and Clog-Dancing Collection. The Children’s Literature Center acquired the exquisite *Bibliothèques des Enfants*, which was issued by John Marshall in the early nineteenth century. This first (and probably only) printing of a very rare miniature library for English children who were learning French came in an elegant wooden cabinet.

The Geography and Map Division completed the purchase of *Cosmographia Mundi*, the world map created by Martin Waldseemüller in 1507 in St. Dié, France. This acquisition was the only known copy of the map that has been called “America’s birth certificate,” because it displayed the name “America” for the first time. The map was housed for more than 350 years in a sixteenth-century castle in southern Germany. Printed in twelve sheets and measuring 4½ feet by 8 feet, the map was in mint condition and is an exceptionally fine example of printing technology at the beginning of the Renaissance.

The government of the Federal Republic of Germany and the German state of Baden–Württemberg granted an export license for the map so that it could be acquired by the Library of Congress. Funding for the purchase came over a number of years from

appropriated funds from Congress and private contributions from Discovery Communications, H. F. "Gerry" Lenfest, David Koch, and others.

Charles L. Burwell, of Millwood, Virginia, donated an extremely rare relief model of Utah Beach that was used in the preparations for the amphibious D-Day landing at Utah Beach.

The Library acquired these important subscriptions to online databases: *Web of Science* (1997 to date), which provides subject access to more than 8,000 scholarly journals, worldwide, in ways that solve problems of keyword searching; *North American Women's Letters and Diaries*; *Women's Studies International*; and *Readers Guide Retrospective*.

With the receipt of 59,574 items in 2003, the custodial collections of the Microform Reading Room contained approximately 7,442,041 items at the end of the fiscal year.

The Manuscript Division accessioned approximately 1,362,946 items in 2003, an increase of 74 percent from fiscal 2002. The majority of the increase was from the papers of Patsy Mink (935,000 items). Other significant new acquisitions were the papers of Harold Brown, Zbigniew Brzezinski, Leonard Garment, Rouben Mamoulian, and Carter G. Woodson.

The MBRS Division acquired a restored print of *Since You Went Away* from Walt Disney Company; seven rare Burton Holmes travelogues of the Philippines, from about 1919; original negative pieces from *Caught by the Handle*, a 1915 comedy starring Max Davidson; the soundtrack negative to *The Devil & Daniel Webster*, which complements the picture negative in MBRS; seventeen nitrate negatives of the original *Lone Ranger* television program; and an original kinescope collection from the *Ed Sullivan Show*, the seminal American television variety program (1948–1971).

Also acquired were the NBC Radio Discs, a complement to the Library's outstanding collection of NBC radio network broadcasts from the 1930s and 1940s, including a unique recording of the Artie Shaw Band. The division received a gift of a collection of audiotape interviews with Alice Roosevelt Longworth, daughter of President Theodore Roosevelt.

The Music Division purchased holograph correction leaves for "Three Fragments" from Alban Berg's opera *Wozzeck*, including an extensive note of explanation; a manuscript of "Angelus!" (from *Années de Pèlerinage*, Book 3), which was extensively annotated and revised in composer Franz Liszt's hand; and a proof copy of Liszt's *Années de Pèlerinage* (Book 3), which was extensively annotated by the composer. The Dayton C. Miller Collection added a boxwood clarinet, circa 1800, which was made by Jakob Anthony of Philadelphia and is one of the two oldest surviving American clarinets.

The Science, Technology, and Business Division acquired a complete set of Curtis's *Botanical Magazine*, which is a landmark of botanical literature and natural history illus-

tration. It was purchased with funds donated by Madison Council members and has been assigned to the Rare Book and Special Collections Division.

The Serial and Government Publications Division continued to solicit additional missing and second anniversary issues for the 9/11 collection through copyright deposit, by acquisition, and by gift, including a plea for particular issues made in a Library of Congress's Webcast presentation, which advertised an online database of the issues sought.

The Prints and Photographs Division acquired the archive of J. and R. Lamb Studio, which contains more than 2,300 original drawings from the archive of the nation's oldest decorative arts studio (founded in 1857). The archive features primarily designs for stained glass windows. The division also acquired "A New World Trade Center: Design Proposals: Archive of an Innovative Exhibition Held at the Max Protetch Gallery in New York," January 17–February 16, 2002, plus seventy-one drawings and watercolors by Tracy Sugarman dating from 1944 and documenting his experiences as an ensign in the U.S. Naval Reserve during the weeks leading up to and after the D-Day landings on Normandy.

Baseline Inventory Program

Measures for the second year of the Baseline Inventory Program (BIP) indicated a substantial increase in productivity. The purpose of the project was to establish an inventory of the Library's collections, beginning with the General Collections, the Area Studies Collections, and the Law Library. This effort is part of the Library's plan to increase security of the collections.

Fiscal 2003 represents the first full year of the contract with Library Systems & Services LLC (LSSI). Team 1 began work in September 2002 in the space established in the Thomas Jefferson Building. Team 2 was added in January 2003, working on the fifth floor of the John Adams Building. Productivity for fiscal 2003 exceeded projections by more than 40 percent.

The total number of volumes inventoried by the LSSI contract staff was 480,681. An additional 105,000 volumes were inventoried by Law Library staff and reviewed by the BIP staff before shipment to Fort Meade. Included in the 585,681 volumes inventoried in fiscal 2003 were items that were without item-level control, without barcodes, or, in some cases, without bibliographic records.

Of the total inventoried, 12 percent required some level of problem resolution. The rise in problem resolution was due to the high number of errors in the Minimal Level Cataloging (MLC) collections being processed.

Collections inventoried to date include the following:

- Jefferson Building: class PZ 3-90, non-Asian MLC Deck 38, class E 98-through the end of the class
- Adams Building: Asian MLC, selected Chinese volumes from classes Q-T, selected Japanese volumes from class PL
- Madison Building: Law Library

All but class E were sent to Fort Meade for off-site storage.

Off-Site Storage Facilities

The major event of the fiscal year was the opening of the High-Density Storage Facility at Fort Meade on November 18, 2002. With an estimated capacity of 1.2 million items, the facility represented the beginning of the Library's program to use custom-built, off-site facilities both to relieve overcrowding on Capitol Hill and to ensure an excellent preservation environment. The first module was designed to house items in book format (monographs and bound periodicals). Selected items from the general collections and items in the custody of the Asian Division, the African and Middle Eastern Division, and the Law Library are being transferred to the facility. By the close of the fiscal year, a total of 653,783 volumes had been transferred. Requests for items housed at Fort Meade continued to increase as the number of items stored there increased. During the fiscal year, an average of sixteen requests per day were received, with a 100 percent retrieval rate.

Accommodating the rapid growth in the general collections continued to be a great challenge for the BIP staff. After the initial transfer of blocks of materials from the stack areas to the Fort Meade facility, the staff developed plans to select materials for the facility from areas throughout the stacks, thus allowing for the retention of some collection materials on Capitol Hill in even the most crowded areas, while other, less-used materials



From left to right, James H. Billington, Librarian of Congress; Senator Paul Sarbanes (D-Md.); and Beacher Wiggins, acting associate librarian for Library Services, were on hand for the opening of the Fort Meade facility. (Photo by Charlynn Spencer Pyne)

on the same subjects could be transferred off-site. Under the initial phase of this program, additional copies of monographs will be inventoried and sent to Fort Meade.

Serving as the Library's program manager for Fort Meade, the chief of CALM worked closely with the Architect of the Capitol (AOC), with the architectural and engineering firm hired by the AOC, with the Army Corps of Engineers, and with other Library managers to complete the design of Module 2 and to continue to work on the design for Modules 3 and 4.

Throughout fiscal 2003, intensive planning continued for the National Audio-Visual Conservation Center in Culpeper, Virginia. The new center is being developed through the generous support of the Packard Humanities Institute (PHI). By the end of the fiscal year, construction drawings were issued for phase 1 of the project. They covered the existing collections building that will be retrofitted entirely for collections storage, plus the central plant. Progress design development drawings were completed for the rest of the campus (phase 2), which includes the new conservation building and nitrate film vaults.

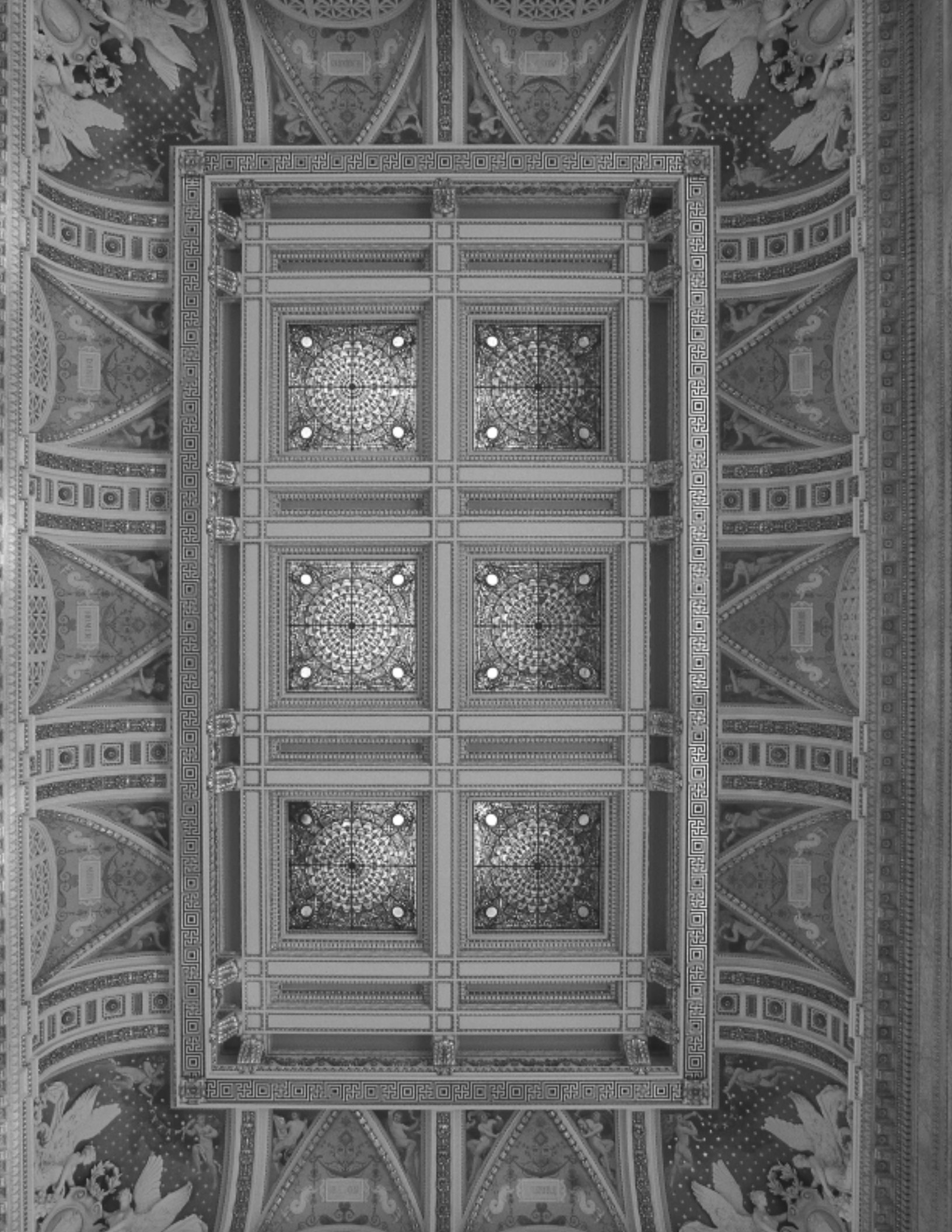
In August 2003, the Library, PHI, and the AOC completed a three-way implementation agreement governing the project. This agreement covers the construction of the NAVCC by the PHI and its transfer to the government when construction is completed. Construction work on the NAVCC site began immediately following the signing of that agreement. The collections building and central plant will be completed in June 2005, at which time the MBRS Division will be able to relocate its recorded sound, videotape, and safety film collections to Culpeper. Phase 2 is scheduled for completion in March 2006, at which time the MBRS staff and the nitrate film holdings will be relocated from Washington and Dayton, Ohio, to the new facility.

A Concept of Operations for the NAVCC was produced in September. That document describes the center's new business and operations models, and it presents a number of innovative operational scenarios for enhanced national-level services.

Service to protect the nitrate negatives stored at the film vaults on the Wright-Patterson Air Force Base was reestablished after a six-month hiatus caused by moving the collection from the Suitland vaults. The service plan includes special procedures to safeguard the collections.



Steven Herman, chief of the Library's Collections Access, Loan, and Management Division, is pictured in the new Fort Meade facility. (Photo by Gail Fineberg)



OFFICE OF THE LIBRARIAN

BUILDING ON THE SUCCESS of the inaugural National Book Festival held on September 8, 2001, the Library sponsored a second annual book festival on October 12, 2002, once again hosted by First Lady Laura Bush. Held on the west lawn of the U.S. Capitol and on the National Mall, the festival featured some seventy authors, illustrators, and storytellers. At fiscal year's end, plans were under way for the 2003 National Book Festival to be held on October 4.

The Library's high priority throughout the year remained the security of its staff members, collections, and facilities. Congress approved a supplemental appropriation of \$7.4 million to the Library's budget for security-related expenditures.

In January 2003, several organizational changes were made within the Office of the Librarian, including establishment of the Office of the Chief Financial Officer (OCFO). OCFO assumed the responsibilities of the former Financial Services Directorate and the responsibilities of the strategic plans and annual program performance plans of the former Office of Planning, Management, and Evaluation.

The Office of Workforce Diversity (OWD) was established as part of reorganizing the Library's human resources management functions. OWD is in a direct reporting line to the Office of the Librarian and is responsible for managing affirmative action and special programs, overseeing dispute resolution, and processing equal employment opportunity complaints.

As part of the reorganization, responsibility for managing contracts for goods and services moved from Integrated Support Services to the newly established Contracts and Grants Management Office. In addition, responsibility for the Library's emergency preparedness program, including oversight for the Library's Emergency Management Team, moved from Integrated Support Services to the Office of Security, which was renamed the Office of Security and Emergency Preparedness. That office continued to implement various components of the Library's 1999 Security Enhancement Implementation Plan while

leading the effort to coordinate emergency communications among the Library, the U.S. Capitol Police, and various law enforcement agencies.

The Operations Management and Training Office was created to improve Library-wide planning, program implementation, communication, and training.

NATIONAL BOOK FESTIVAL

The second National Book Festival, held on October 12, 2002, brought between 40,000 and 45,000 avid book fans, who filled overflowing pavilions to hear more than seventy of their favorite authors, illustrators, and storytellers talk about their experiences in creating works of imagination and fact. Neither the weather nor the continuing media coverage of the regional sniper attacks dampened the spirits of festival goers, who drove from as far away as Connecticut and North Carolina to be a part of this national celebration of the joy of reading.

The authors and the festival's generous donors were feted the evening before at a gala reception in the Great Hall of the Thomas Jefferson Building. Librarian of Congress James H. Billington and First Lady Laura Bush welcomed the guests, who included President George W. Bush, congressional representatives, Cabinet secretaries, leaders in the business community, and distinguished guests of the White House and the Library. Cokie Roberts of ABC's *This Week* introduced the authors featured in a special program held in the Coolidge Auditorium. Sebastian Junger read passages from his latest book, *Fire*, about the war in Afghanistan. Historian David Levering Lewis engaged the minds and hearts of the audience with his reading from his biography of W. E. B. Du Bois. Children's author Carmen Agra Deedy recounted a difficult time in her life and how she found solace and peace in John Irving's novel *A Prayer for Owen Meany*.

Early the next morning, the authors gathered at the White House for breakfast and the National Book Festival's opening ceremony. Mrs. Bush surprised everyone by introducing her fellow book lover, friend, and special festival guest, First Lady Lyudmila Putin of Russia. Librarian of Congress James H. Billington, Mary Higgins Clark (author of numerous best-selling suspense stories), Luci Tapahonso (poet and professor of American Indian studies and English), and Washington Wizards star Jerry Stackhouse joined in the joyful kickoff to an unforgettable day.

The 2002 National Book Festival included many of the pavilions that had been so popular at the first festival: fiction and imagination, mysteries and thrillers, history and biography, and storytelling, plus two pavilions for children and young adults. Once again, the program featured award-winning and beloved authors, illustrators, and storytellers.



From left, the Librarian of Congress joins first ladies Lyudmila Putin (center) and Laura Bush at a White House ceremony that opened the 2002 National Book Festival. (Photo by Vivian Ronay)

Among the talented guests for the day were Norman Bridwell, Ashley Bryan, Eric Carle, Billy Collins, Diana Gabaldon, Tony Hillerman, James McPherson, Edmund and Sylvia Jukes Morris, the Pinkney family, Antonio Sacre, and Anita Shreve. Basketball players, including Jerry Stackhouse and Jahidi White of the Washington Wizards and Stacey Dales-Schuman of the Washington Mystics, promoted the NBA/WNBA “Read to Achieve” campaign by talking about books in one of the children and young adults pavilions. During their performances, Bob McGrath of PBS’s *Sesame Street*, Fred Newman of *Between the Lions*, and the Vowelles were joined by PBS characters dear to so many children. In addition, thousands of festival goers had their photos taken with PBS characters—Clifford the Big Red Dog, Arthur, Elmo, and many others—as they strolled the grounds. Book signings were once again popular as individuals stood in long lines for the opportunity to get an author’s autograph.

In fiscal 2003, the national reading promotion and literacy programs were highlighted in the “Let’s Read America” (Pavilion I). A new pavilion, “Let’s Read America” (Pavilion II), was added, with a rich array of fun, family-oriented activities. Children were delighted to be photographed with Scholastic Inc.’s 650-pound *Biggest Children’s Book in the World*, which contained 3,000 student essays, and in the big red chair from Target’s reading initiative “Ready. Sit. Read!” An interactive “exploratorium” of technology-based educational programs from LeapFrog Schoolhouse and the opportunity to make a book under the guidance of the PBS staff brought crowds to this very popular festival feature. The StoryTraveler Puppet Theater, sponsored by Coca-Cola and Reading Is Fundamental, and free books were also a big hit, especially with small children.

All fifty states, the District of Columbia, and the trusts and territories participated in the new Pavilion of the States, which was staffed by individuals from around the country. Throughout the day, the pavilion was packed with adults and children talking to state representatives and picking up materials on state reading promotion programs, local book

The Library of Congress demonstrated its services and resources in its own pavilion at the National Book Festival. (Photo by Vivian Ronay)



festivals, and famous state authors. A special map and booklist, “Discover Great Places through Reading,” was very popular with children, who got a stamp and sticker from each of the states. As part of the promotion for the National Book Festival, twenty-two states coordinated prefestival events and activities throughout the summer.

The Library showcased its programs, products, and services in a pavilion of its own. More than 100 staff members were on hand to talk about how to copyright a work, research family roots, preserve family photos, get reproductions of Library materials, access books through the National Library Service for the Blind and Physically Handicapped, and tape a relative’s or friend’s experience as part of the Veterans History Project. Hands-on demonstrations and theater presentations provided a wealth of information on the nation’s library. Visitors to the Library of Congress’s pavilion could enjoy demonstrations of calligraphy in some of the seventy scripts in the Library’s collections and could learn how to access digital collections on the Library’s Web site.

Special guest and Pulitzer Prize-winning biographer David McCullough delivered closing remarks. McCullough recognized the Librarian (“the best Librarian of Congress we ever had”), First Lady Laura Bush (“I don’t think we ever had as First Lady anyone who so loved and furthered the cause of books—at least not since Abigail Adams”), and the Library (“This is the greatest library in the country and in the world. For me, this is hallowed ground.”). Members of the audience came to their feet and applauded in appreciation for the festival and for everyone who helped make the day a memorable experience and huge success.

The National Book Festival had many generous supporters, including these festival donors: charter sponsors—AT&T, the *Washington Post*, and WorkPlaceUSA; patrons—the James Madison Council, Open Russia Foundation, PBS, and Target; contributors—AOL Time-Warner Book Group, Barnes & Noble, Borders Books & Music, the Coca-Cola Company, Half Price Books, Adele and Donald Hall, LeapFrog Schoolhouse, the NBA and WNBA, Scholastic Inc., and US Airways; and friends—the Public Programs Office of the American Library Association, the Carnegie Corporation of New York, the Institute of Museum and Library Services, the National Endowment for the Arts, and the National Museum of the American Indian. Several hundred Library staff members participated in planning the festival and volunteered their services on the day of the event.

PROGRAM PARTICIPANTS

The following is a list of National Book Festival participants who have been nominated for, or received, national awards or who were special guests of the Library of Congress and the White House:

Authors and Illustrators

Jimmy Santiago Baca, poet and film scriptwriter
 David Baldacci, author of suspense thrillers, screenplays, short stories, and a novella
 Andrea Barrett, author of novels and short stories
 Barbara Taylor Bradford, author of novels and a former journalist and syndicated columnist
 Norman Bridwell, author of children's books
 Ashley Bryan, author and illustrator of children's books and poetry
 Edna Buchanan, author of mystery novels
 Christopher Buckley, author of novels and a former magazine editor
 Gail Buckley, author and collaborator on documentaries
 Eric Carle, author and illustrator of children's books
 Carol Higgins Clark, author and actress
 Mary Higgins Clark, author of novels and suspense thrillers
 Bryan Collier, illustrator of children's books
 Billy Collins, poet and the Library of Congress's eleventh Poet Laureate Consultant in Poetry
 Neal Conan, author and host of a radio program

Diane Mott Davidson, author of culinary mysteries
Carmen Agra Deedy, storyteller and author of children's books
Vine Deloria Jr., author, lawyer, and educator
Kate DiCamillo, author of children's books
Bob Edwards, author and host of a national news radio program
Shane Evans, illustrator of children's books
Linda Fairstein, author of crime novels
Jules Feiffer, cartoonist, playwright, screenwriter, and novelist
Diana Gabaldon, author of historical novels
Henry Louis Gates Jr., author, editor, and professor of humanities
Dagoberto Gilb, author of novels and short stories
Joy Hakim, author of histories and former teacher and editor
David Halberstam, author of nonfiction, journalist, and historian
Tony Hillerman, author of mysteries and nonfiction
Haynes Johnson, author, journalist, and television commentator
Sebastian Junger, author of books and magazine articles
Jim Lehrer, author, playwright, newspaper and television journalist, and host of a
national television news program
Judith Martin, newspaper columnist, journalist, novelist, and theater and drama critic
David McCullough, award-winning biographer, historian, lecturer, and narrator of his-
torical series on television
James McPherson, author and historian
Nancy Milford, author of biographies
Pat Mora, author of children's books, poetry, and nonfiction
Edmund Morris, author of biographies
Sylvia Jukes Morris, author of biographies
Tim O'Brien, author of books and former journalist
Linda Sue Park, author of children's books and poems
Ridley Pearson, author of suspense thrillers
Andrea Davis Pinkney, author of children's books, publisher,
and former freelance writer
Brian Pinkney, author and illustrator of children's books
Gloria Jean Pinkney, author of children's books
Jerry Pinkney, illustrator and author of children's books
Sandra L. and Myles C. Pinkney, authors and illustrators of children's books
Sharon Robinson, educational programmer and author of nonfiction

Allen Say, author and illustrator of children's books

Brian Selznick, author and illustrator of children's books

Anita Shreve, author of novels and former freelance writer for magazines

Scott Simon, author of nonfiction and host of a national radio program

Cynthia Leitich Smith, author of children's books

Virginia Driving Hawk Sneve, author of novels, short stories, articles, and poems

Dava Sobel, author of historical novels

Luci Tapahonso, poet and storyteller

Erik Weißenmayer, author and athlete

Rosemary Wells, author and illustrator of children's books

David Wiesner, illustrator of children's books

Ed Young, illustrator and author of children's books

Storytellers

Roslyn Bresnick-Perry, Russian immigrant and "Jewish grandmother," told bittersweet real-life stories of immigration, acculturation, acceptance, success and failure, love, sex, and growing old.

The Cambodian American Heritage dance group, with sinuous hand gestures and body movements from the 2,000-year-old tradition of Khmer dancing, performed stories of love, blessing, and the origins of thunder and lightning.

Peter Cook, an internationally known deaf performing artist, presented a combination of signing and acting that he called "visual poetry."

The Georgia Sea Island Singers sang, danced, and told traditional Gullah stories in the language of their southern island community.

Chuna McIntyre, storyteller, artist, and musician, used the traditional Yup'ik Eskimo stories learned from his grandmother to create contemporary stories, sounds, and images of Yup'ik culture.

Waddie Mitchell, a Nevada cowboy poet and musician, recited an old favorite called "Tying a Knot in the Devil's Tail."

Antonio Sacre, a Cuban-Irish storyteller, in recounting the experience of growing up Latino in a white world and white in a Latino world, emphasized the power of speaking more than one language and the richness of bridging cultures.

Tom Weakley, from Arlington, Vermont, captivated the audience with stories of how a typical Vermonter gives directions, of betrayal and retribution in a Vermont valley town, and of a Confederate raid on the Vermont city of St. Albans during the Civil War.

NBA and WNBA Current and Former Players Participating in a Children and Young Adults Pavilion for NBA and WNBA's "Read to Achieve" National Reading Campaign

Nate "Tiny" Archibald, member of the Naismith Memorial Basketball Hall of Fame, one of the fifty greatest players of all time, and community relations ambassador for the NBA

Swin Cash of the Detroit Shock

Stacey Dales-Schuman of the Washington Mystics

Bob Lanier, member of the Naismith Memorial Basketball Hall of Fame, eight-time NBA All-Star, and spokesperson for the "Read to Achieve" campaign

Jeff Malone, two-time NBA All-Star and head coach of the NBDL's Columbus Riverdragons

Jerry Stackhouse of the Washington Wizards

Jahidi White of the Washington Wizards

Tamika Williams of the Minnesota Lynx

Organizations Represented in the "Let's Read America" (Pavilion I)

American Booksellers Association

American Federation of Teachers,
AFL-CIO

American Foundation for the Blind

American Library Association

American Poetry and Literacy Project

American Printing House for the Blind

Annenberg/CPB (Corporation for
Public Broadcasting)

Association of American Publishers

Association of American University Presses

Barbara Bush Foundation for Family
Literacy

BOOK IT! National Reading Incentive
Program

Boys and Girls Clubs of America

Cartoonists Across America

Center for Applied Linguistics

Center for the Book in the Library
of Congress

Correctional Education Association

Council of Professional Recognition
Everybody Wins! DC

First Book

Friends of Libraries USA

Hurston/Wright Foundation

Institute of Museum and Library Services

International Reading Association

Library of America

LIVE! @ your library

Lutheran Church Library Association

National Archives and Records
Administration

National Association for the Education of
Young Children

National Book Foundation

National Center for Family Literacy

National Center for Learning Disabilities

National Coalition for Literacy

National Council on Teachers of English

National Education Association Read Across America	SIL International
National Endowment for the Humanities	Small Press Center
National Federation of Press Women	Songs Inspired by Literature Project
National Institute for Literacy	Turning the Page
National Writing Project	UNESCO
Pen/Faulkner Foundation	U.S. Department of Education, No Child Left Behind
Poets House	VALUE (Voice for Adult Literacy United for Education)
ProLiteracy Worldwide	Weekly Reader Inc.
Reach Out and Read	WETA/Reading Rockets
Reading Is Fundamental	Women's National Book Association
SeniorNet Bookclubs	Zero to Three
Sesame Workshop	

CONGRESSIONAL RELATIONS OFFICE

The Congressional Relations Office (CRO) is the primary point of contact between the Library and the members of Congress, congressional committees, and congressional staff members for all needs and purposes other than legislative research. In fiscal 2003, CRO responded to more than 7,000 congressional inquiries about the Library's collections, programs, operations, and facilities. CRO staff members prepared official correspondence for the Librarian and Deputy Librarian in response to inquiries from members of Congress. They also furnished numerous briefings, position papers, fact sheets, and policy analyses for members of Congress, congressional staff members, and Library officials on issues and legislation affecting the Library.

Appropriations

On February 20, President George W. Bush signed Public Law 108-7, which was the Fiscal 2003 Omnibus Appropriations Bill (H.J. Res. 2) and had passed the House and Senate on February 13. The measure combined funding for eleven individual appropriations bills that had not been completed in 2002, thereby necessitating a series of continuing resolutions to keep the government operating. Funding for the legislative branch, including the Library of Congress, was contained in the bill. Funds provided for fiscal 2003 included a net appropriation of \$532.1 million for the Library, including authority to spend \$36.3 million in receipts. On April 16, 2003, President Bush signed into law the Emergency Wartime Supplemental Appropriations Act (PL 108-11), which added \$7.4 million to the

Library's appropriation for security-related expenditures. This figure brought the Library's fiscal 2003 appropriation to \$539.5 million.

The Library's budget request for fiscal 2004 totaled \$571.2 million, including authority to spend an additional \$36.5 million in receipts. The Librarian and other Library officials testified on the Library budget before the Senate Subcommittee on Legislative Branch Appropriations on April 9, 2003, and before the House Subcommittee on Legislative Branch Appropriations on April 10, 2003 (see also Appendix B: The Librarian's Testimonies). The major focus of the Library's submission was funding for mandatory pay raises and price-level increases. Other essential increases were requested for physical security, collections security and management, Copyright Office's reengineering effort, Congressional Research Service operations, and congressionally mandated projects. H.R. 2657 passed the House on July 9, 2003, and the Senate on July 11, 2003. On September 24, 2003, the House and Senate passed the Conference Report (H. Rept. 108-279), and the measure was signed into law (PL 108-83) by President Bush on September 30, 2003. The result was a fiscal 2004 appropriation for the Library in the amount of \$562.6 million, including authority to spend \$36.5 million in receipts.¹

Senate Rules Committee Hearing

On April 8, 2003, the Senate Committee on Rules and Administration held a general oversight hearing of the Library of Congress, the first in many years. Librarian of Congress James H. Billington gave an update on the Library's fiscal year 2004 budget submission and the Library's mission-critical operations. The Librarian and Deputy Librarian Donald Scott outlined several challenges facing the Library. Those challenges included implementation of security measures and a possible merger of the Library and Capitol police forces; acquisition, preservation, storage, and access to materials produced in analog and digital formats through the National Digital Information Infrastructure and Preservation Program (NDIIPP); planning and construction of the National Audio-Visual Conservation Center (NAVCC) in Culpeper, Virginia; and the need to replace approximately 40 percent of Library staff members who are eligible to retire between 2003 and 2008.

Joint Committee on the Library Meeting

The Joint Committee on the Library held an organizational meeting on April 10, 2003. The Librarian of Congress briefly outlined a number of programs and activities under way

1. The Fiscal 2004 Consolidated Appropriations Bill (PL 108-199), signed by the president on January 24, 2004, called for a 0.59 percent rescission of federal agency budgets. The result was a fiscal 2004 appropriation for the Library of \$559.3 million, including authority to spend \$36.3 million in receipts.

at the Library, including the possible merger of the Library and Capitol police forces; the newly published analysis of the Library's workforce and the future challenges of replacing retiring staff members; the NDIIPP; the NAVCC; and upcoming special activities at the Library, which included the opening of the Kluge Center on May 6, the Bob Hope centennial on May 22, the *Lewis & Clark* exhibition opening on July 23, the 2003 National Book Festival on October 4, and the award of the Kluge Prize in November. Members of the joint committee praised the Librarian and the Library's management for their stewardship of Congress's library.

Veterans History Project

Throughout the fiscal year, CRO worked closely with the Veterans History Project to coordinate all aspects of congressional activity, including raising congressional awareness of the project and encouraging congressional participation. CRO staff members assisted with congressional mailings, kept sponsors of the legislation informed about the program's activities and progress, and helped initiate a program to collect the oral histories of members of Congress.

At the invitation of Representative Zach Wamp (R-Tenn.), the Librarian attended a Veterans Day ceremony on November 11, 2002, in Chattanooga, Tennessee, and participated in a joint press conference announcing a cooperative program to interview veterans in the Chattanooga area. CRO staff members coordinated all arrangements for the trip and the event. The director of the Veterans History Project participated in a series of press conferences and workshops on May 29, 2003, in Georgia at the invitation of Representative Jack Kingston (R-Ga.), who is chairman of the House Subcommittee on Legislative Branch Appropriations.

Capitol Visitor Center

The Architect of the Capitol began construction on the Capitol Visitor Center (CVC) during 2002. Early in fiscal 2002, at the request of the Librarian of Congress, the Capitol Preservation Commission approved the addition of a tunnel from the CVC to the Library's Thomas Jefferson Building. Full funding for the CVC was included in the fiscal 2004 appropriations act passed by Congress. Congress capped total spending on the tunnel at \$10 million.

Congressional Relations Office staff members prepared material for the Librarian, the Capitol Preservation Commission, the members and staff of the legislative branch's appropriations subcommittee, and the Architect of the Capitol so they could assist with design and financial decisions. The CVC will contain an exhibition hall that will provide

an opportunity for the Library of Congress and other Washington institutions to display for the general public a collection of historic memorabilia, papers, and national treasures. The Library's curatorial and exhibition staff worked throughout the year with the Capitol Preservation Commission and the Architect of the Capitol to plan an inaugural exhibition.

National Book Festival

CRO staff members assisted in all aspects of congressional participation in the 2002 National Book Festival. At year's end, the CRO staff was similarly engaged in planning for the 2003 National Book Festival. Those plans included an expanded Pavilion of the States to include participation of four U.S. territories. The office also assisted in plans for a delegation of forty Russian librarians and ten translators to visit the Pavilion of the States through the Center for Russian Leadership Development.

National Digital Information Infrastructure and Preservation Program

In September 2002, the Library held several briefings for its appropriations and oversight staff members about the strategic plan of the National Digital Information Infrastructure and Preservation Program. The plan was submitted to the Joint Committee on the Library in October. It was approved by Congress in December 2002. Congress specified that \$5 million of the nearly \$100 million appropriated for this project could be spent during the initial phase for planning and emergency acquisitions.

History of the House of Representatives

Public Law 106-99 directed the Librarian of Congress to create an illustrated, chronological narrative history of the House of Representatives. In fiscal 2003, CRO provided the selected author, historian Robert Remini, with access to joint sessions of Congress and then facilitated meetings with individual members, including congressional leadership. Such experiences will aid in his understanding of the current workings of the chamber, plus the demands and privileges of House membership in the twenty-first century. They will also add perspective to his research into earlier eras.

National Film Preservation Program Reauthorization

Before the start of the 108th Congress, CRO worked with the National Film Preservation Foundation and the Motion Picture, Broadcasting, and Recorded Sound Division to craft legislation to reauthorize the National Film Preservation program, which was last reauthorized in 1996. The Librarian and CRO staff briefed the Joint Committee

on the Library and the members and staff of the House and Senate Judiciary Committees on the continuing need for a National Film Preservation program.

Legislative Initiatives

At the direction of the Library's Executive Committee, CRO cochaired a new Library-wide Legislative Initiatives Task Force. The task force developed a process for Library service units to propose legislation that would enhance Library operations that are being considered by the Executive Committee. This task force and the new process are now in place for the current and future congressional sessions.

Country Studies Funding

Working with the Federal Research Division (FRD), CRO helped secure \$2.5 million in the fiscal 2004 defense appropriations bill to enable FRD to update key volumes of the Country Studies series. The funding is essential so FRD can focus on areas of the world that are of keen interest to U.S. national security. The volumes will be used by the Defense Department, at congressional hearings and code preparation, and by the general public.

“[T]he Library of Congress has emerged as the leading provider of free noncommercial educational content on the World Wide Web.”
— Dr. Billington

Teaching American History and Civics

At the invitation of Senator Lamar Alexander (R-Tenn.), chairman of the Senate Education Subcommittee, the Librarian testified before the Senate Committee on Health, Education, Labor, and Pensions on April 10, 2003. The focus of the hearing was to explore how the federal government can help improve the teaching of American history and civics in the classroom. Dr. Billington joined historian David McCullough, Chairman Bruce Cole of the National Endowment for the Humanities, and educators to inform the committee about ways that the Library's collections have been developed as invaluable and widely available educational resources. “By exploiting the power of the Internet and the incomparable resources of our collections, the Library of Congress has emerged as the leading provider of free noncommercial educational content on the World Wide Web,” the Librarian testified. CRO prepared the Librarian's testimony, including visual presentations, and worked with the subcommittee staff to prepare for the hearing.

Congressional Events

During fiscal 2003, members of Congress hosted 118 events, which CRO coordinated with the Office of Special Events and Public Programs. CRO also coordinated a large

number of congressional meetings and events held in the Members Room and other Library facilities. At fiscal year's end, the office was engaged in coordinating congressional participation in the upcoming 2003 National Book Festival. Congressional events coordinated by CRO included the following:

- In November 2002, CRO coordinated several events associated with orientation of new House members following the 2002 elections. Those events included a dinner hosted by House Majority Whip Tom DeLay (R-Tex.) for new House Republicans on November 11, a reception hosted by incoming House Democratic Leader Nancy Pelosi (D-Calif.) for House Democrats on November 13, and a reception honoring House Administration Committee Chairman Bob Ney (R-Ohio) on November 14.
- On January 7, 2003, CRO coordinated five congressional events associated with the swearing-in ceremony for the House members of the 108th Congress. A reception honoring House Speaker Dennis Hastert (R-Ill.) was held in the Great Hall.
- Senator Tom Daschle (D-S.D.) hosted the annual Senate Democratic conference meeting in the Members Room on January 31, 2003.
- The Librarian hosted a morning breakfast with members of Congress, featuring Pulitzer Prize biographer Robert A. Caro. Mr. Caro discussed his 2002 book, *Master of the Senate*, the third volume in his biography of President Lyndon B. Johnson.
- The Library hosted a black-tie dinner on May 6, 2003, honoring philanthropist and Madison Council chairman John W. Kluge. The black-tie gala was well attended by members of Congress and Madison Council members. Senator Ted Stevens (R-Alaska), chairman of the Joint Committee on the Library, and Senator Christopher Dodd (D-Conn.) participated in a video tribute to Mr. Kluge.
- On the evening of July 23 in the Great Hall of the Thomas Jefferson Building, many members attended a reception and dinner celebrating the opening exhibition of the *Rivers, Edens, Empires: Lewis & Clark and the Revealing of America*, along with a preview of Martin Waldseemüller's 1507 map of the world.
- On September 26, 2003, during the Congressional Black Caucus's Annual Legislation Conference week, the Congressional Black Caucus held a reception in the Great Hall. This event was cohosted by Representatives Elijah Cummings (D-Md.), Melvin Watt (D-N.C.), and Eva Clayton (D-N.C.).

- CRO staff members participated on the planning team for the Fifth Annual House Services Fair held on April 23, 2003. Coordinated by the chief administrative officer of the House of Representatives, the annual event provides the Library with an opportunity to share information on its activities and congressional services with House staff members.

OFFICE OF COMMUNICATIONS

The Office of Communications comprises the Public Affairs Office (PAO) and the *Gazette* office. During the year, PAO supported and advised the Librarian of Congress and his senior managers about all matters relating to the Library and the media and about the use of the Library's name and logos.

During fiscal 2003, PAO issued 209 press releases and public service announcements, fielded 3,278 phone calls and more than 4,500 e-mails, and responded to in-person inquiries from 420 visitors. The office compiled 1,934 news clippings that featured the Library's programs and activities and then distributed them each week to Library officials. The office also compiled more than 250 television clips and more than 200 radio clips featuring the Library.

As a result of PAO's efforts, the Library of Congress had a strong presence in the print and electronic media during fiscal 2003. Press coverage reinforced the Library's reputation as an unparalleled resource of knowledge and creativity worldwide. In an article in *USA Today* about ten "great places to find literary inspiration," writer John Riddle described the Library as the "mother of all libraries, with a mother lode of reference resources." *Washingtonian* magazine stated that the Library of Congress is "the world's greatest repository of knowledge." The *Washington Post* reminded readers that "[i]f every library were this wonderful, it would be a lot easier to get people to read." The *Dallas Morning News* described the Library as "rich in history" and "simply the most beautiful public edifice in the capital."

Sponsored and organized by the Library of Congress and hosted by First Lady Laura Bush, the second National Book Festival was held on October 12, 2002. Working with the public relations firm Fleishman-Hillard, PAO mounted a successful public relations campaign that built on the success of the first National Book Festival. Once again, C-SPAN covered the event live, beginning with the gala on the evening of October 11 and continuing with the opening ceremony the following morning. This festival was followed by eight hours of coverage, including interviews with authors and festival organizers. The event

generated nearly 100 stories in the national and international press, including the *Washington Post*, the *New York Times*, *USA Today*, the *Los Angeles Times*, and the *Chicago Tribune*. The story was also covered by major newswires, national magazines, and broadcast media outlets such as National Public Radio, CNN, and NBC's *Today Show*. At year's end, PAO was engaged in publicizing the third National Book Festival, which would be held on October 4, 2003.

The Library's digital preservation initiative generated media interest. Significant news stories followed the announcement of Congress's approval of the Library's plan for the National Digital Information Infrastructure and Preservation Program and heralded the Library as a leader in digital archiving. According to *E-content* magazine, "The Library is ahead of the digital content game; the [Library] has been at the forefront of the development of standards for electronic records management."

Film and sound preservation were newsworthy topics in December and January. Most major news media covered the announcement of the annual selection of films to be added to the National Film Registry. Stories in the press also widely covered the Save Our Sounds project, a joint initiative between the Library's American Folklife Center and the Smithsonian Institution's Center for Folklife and Cultural Heritage to preserve the nation's audio heritage. The History Channel aired a highly acclaimed documentary on the project.

The Librarian's announcement of the inaugural National Recording Registry also garnered broad press attention. Under the terms of the National Recording Preservation Act of 2000, the Librarian is responsible for selecting recordings annually that are "culturally, historically, or aesthetically significant." The selection of fifty recordings—which includes Thomas Edison's early cylinder recordings, Scott Joplin's ragtime compositions on piano rolls, and Bob Dylan's "Blowing in the Wind" on long-playing vinyl—was picked up by the Associated Press (AP), *USA Today*, the *New York Times*, the *Los Angeles Times*, the *Washington Post*, *Variety*, *Billboard* magazine, *Hollywood Reporter*, National Public Radio, and the British Broadcasting Corporation.

In celebration of the 200th anniversary of the Library of Congress, Metromedia president John W. Kluge donated an unprecedented \$60 million in 2000 to support a center where accomplished senior scholars and junior postdoctoral fellows might gather to make use of the Library's incomparable collections and to interact with members of Congress. The vision became a reality on May 7 with the official opening of the John W. Kluge Center for scholars in the Library of Congress, an event that garnered much press attention. Since its inception, the center has sponsored numerous lectures, many of which have been broadcast by C-SPAN. At year's end, plans were under way to award a \$1 million Kluge



Visitors of all ages paid tribute to Bob Hope in the Library's Bob Hope Gallery of American Entertainment following his death on July 27, 2003. (Photo by Lauren Cunningham)

Prize in recognition of a lifetime of achievement in the human sciences, which is comparable to the Nobel Prizes in literature and economics. PAO worked with the public relations firm Fleishman-Hillard to publicize the impending award.

The Library's effort to record and preserve veterans' memories through its congressionally mandated Veterans History Project was a favorite story in the U.S. press. In the first half of the year, the project generated more than seventy-five stories in major media such as ABC News, the AP, the *Chicago Tribune*, *USA Today*, and the *Detroit News*. Project participation throughout the country also gained press attention in numerous local papers. The observance of Memorial Day created additional media coverage for the project.

Throughout the year, the Copyright Office and the Librarian's establishment of royalty rates for music on Web-based radio programs resulted in enormous media attention. The volume of stories during this fiscal year rivaled the number in the previous fiscal year.

Major Library acquisitions and donations also drew media attention. Included were the Library's acquisition of Martin Waldseemüller's 1507 world map, the first map to use the word "America," and of the Art Wood collection of 36,000 cartoons and illustrations, the largest such collection in private hands. The Library's recognition of Bob Hope's 100th birthday in May, along with his subsequent death in July, brought the media spotlight onto the Library's Bob Hope Gallery of American Entertainment and its collection of Hope's files of some 85,000 jokes. ABC, CNN, CBS, and network affiliates reported stories and conducted interviews from the exhibition.

During his two-year tenure (2001–2003) as Poet Laureate Consultant in Poetry, Billy Collins was a favorite with the media. Collins was the subject of more than 45 articles and several television programs. Many of those highlighted his Poetry 180 initiative to bring

poetry into the nation's high schools throughout the school year as well as his "Names" poem, which he wrote following the tragic events of 9/11. The August announcement of Louise Glück to serve as Poet Laureate Consultant in Poetry for the 2003–2004 term received considerable media attention.

During the year, PAO facilitated the production of numerous radio and television news and public affairs programs featuring the Library and its collections. Among the most notable was public television's weekly award-winning series "Great Museums," which highlighted the Library's unique legacy as "the nation's life story and arguably the ultimate American museum." Mixing expert narrative with dynamic visuals, the thirty-minute segment titled "The Library of Congress: Volumes to Speak" included interviews with the Librarian and a variety of curators while showcasing items from the collection.

The office continued to be responsible for many aspects of the Library's most popular public face, its World Wide Web site, while producing the Library's two monthly publications, *Library of Congress Information Bulletin (LCIB)* and the *Calendar of Events*, as well as a weekly staff newsletter, the *Gazette*. In cooperation with the Publishing Office, the PAO compiled and produced the *Annual Report of the Librarian of Congress for the Fiscal Year Ending September 30, 2002*. The report featured a poignant picture portfolio of selected images from the Library's commemorative exhibition titled *Witness and Response: September 11 Acquisitions at the Library of Congress*.

PAO continued its leadership role with the Library-wide Internet Operations Group, thereby promoting and participating in a series of subcommittees to address operational aspects and to coordinate new initiatives of the Library's award-winning Web site. On the Web, PAO continued to publish and maintain The Library Today (a regularly updated page about news and events), the Library Calendar of Events page, the online version of the *LCIB*, News Releases, CyberLC (the home of the Library's audio and video Webcasts), and the Poetry 180 Web site.

In association with the Office of Strategic Initiatives, PAO promoted and upgraded the America's Library Web site with interesting historical stories and interactive activities. The site, which is at <<http://www.americaslibrary.gov>>, is for children and families. One of the Library's most popular sites, it had 184 million hits in fiscal 2003 and more than half a billion (540,282,837) hits since it debuted on April 24, 2000, the 200th birthday of the Library.

Working with the Ad Council, PAO has overseen a public service campaign advertising the America's Library Web site, as well as the home site at <<http://www.loc.gov>>. This campaign has resulted in nearly \$160 million in donated radio, television, and Internet ads since 2000.

The Wise Guide, which is an accompanying portal on the Library's main Web site, introduces newcomers to the Library's educational and useful online resources. Since its inception in October 2002, this monthly magazine-style feature has had links to the best of the Library's online offerings. PAO has continually maintained and updated the site at <<http://www.loc.gov/wiseguide>>.

PAO continued to publish the monthly *LCIB* with reviews of Library activities such as concerts, lectures, symposia, new publications, and announcements of new acquisitions and exhibitions. Cover stories highlighted special events such as the second National Book Festival and the celebration of the Center for the Book's twenty-fifth anniversary.

Information-sharing efforts by PAO included the approval of flyers to be posted in Library buildings about Library events, the dissemination of 105 important electronic mail broadcast messages—a function rendered more critical in the post-9/11 climate of increased security—and the management of the information kiosk in front of the James Madison Building.

During the fiscal year, the *Gazette*, the Library's publication for the staff, published forty-four issues. The *Gazette* reported on the Library's budget progress through the legislative process, exhibition openings, new acquisitions, myriad talks by guest speakers, and staff news. Several issues covered the second National Book Festival, and the *Gazette* staff produced a special color commemorative publication highlighting the events of the day.



The new online monthly magazine called the Wise Guide introduces visitors to the Library's Web site in a visually appealing way.

DEVELOPMENT OFFICE

During fiscal 2003, the Library's fund-raising activities brought in a total of \$13.3 million, representing 789 gifts from 643 donors. The donor categories included fifty-seven corporations giving \$4.6 million; 455 individuals giving \$3.2 million; fifty foundations giving \$2.7 million; sixty associations, councils, and societies giving \$1.8 million; and eleven trusts and estates giving \$1 million. Those gifts, including \$561,000 received through the Library's Planned Giving Program, were made to sixty-four different Library funds and consisted of \$7 million in cash gifts, \$6.1 million in new pledges, and \$238,000 in in-kind gifts. The Library forged new partnerships with 247 first-time donors, including 169 individuals; thirty-two associations, councils, and societies; twenty-three corporations;

seventeen foundations; and six trusts, estates, and embassies. The new donors gave \$2.4 million, representing 18 percent of the gifts received this fiscal year. Thirteen new gift and trust funds were established.

Private gifts supported a variety of new and continuing programs throughout the Library, including exhibitions, acquisitions, symposia, and other scholarly programs, plus the third National Book Festival, which was set for October 4, 2003. The charter sponsors of the 2003 festival—which scheduled more than eighty award-winning authors, illustrators, and storytellers—were AT&T and the *Washington Post*. Patrons included AARP, the James Madison Council, the National Endowment for the Arts through Nancy and Rich Kinder of the Kinder Foundation, Target, and WorkPlaceUSA. Those donors—along with others—gave \$1.1 million to support the festival.

Other major gifts received during the fiscal year included the following:

- \$3.5 million from Discovery Communications and \$250,000 from David H. Koch to support the acquisition of Waldseemüller's map of the world
- \$1.7 million from the Herb Block Foundation to support the conservation and a rotating exhibition of the Herb Block Collection
- \$1.4 million from the Packard Humanities Institute for a film project to preserve 78 RPM recordings onto discs
- \$1.1 million from James Madison Council's Jeffersonian members to establish a fund to provide—at the Librarian's discretion—seed money and needed support for high-priority initiatives
- \$500,000 from John W. Kluge to underwrite the *Winston Churchill* exhibition
- \$409,000 from the Viburnum Foundation to the Center for the Book for a family literacy program
- \$400,000 from Lady Sainsbury for science classics acquisitions
- \$275,000 from the Ira and Leonore Gershwin Trusts in support of the Gershwin Collection, the George and Ira Gershwin Room at the Library, and other worthy music and literary projects.

Within gift categories by types of programs supported, the Library received \$4.9 million for the development and preservation of the collections; \$4.5 million for outreach initiatives including the National Book Festival, the Library's Web sites, the friends' programs, and the special events; \$2 million for internships, symposia, conferences, scholarly pro-

grams, and exhibitions; and \$1.9 million for music, motion picture, and recorded sound initiatives.

During fiscal 2003, the James Madison Council—the Library’s private-sector advisory group—continued to provide substantial support for a number of Library initiatives. Two new members joined the council, including one new domestic member and one international member. Gifts from members in fiscal 2003 totaled \$7.6 million, bringing the council’s total support since 1990 to \$153.2 million. The contributions received this fiscal year provided support for the acquisition of Waldseemüller’s 1507 map; the new Jeffersonian fund; the *Winston Churchill* exhibition; the third National Book Festival; the Veterans History Project; and the activities of the Phillips Society, a friends group of the Geography and Maps Division. Also supported was the participation of the Librarian, First Lady Laura Bush, and a number of the Library’s curators in Russia’s first book festival, which was hosted by First Lady Lyudmila Putin of Russia, who was inspired to start the Russian book festival during her visit to the Library’s second National Book Festival in October 2002.

The James Madison Council ... continued to provide substantial support for a number of Library initiatives.

The Madison Council’s meeting in the fall of 2002 was held in conjunction with the opening of two new exhibitions: *When They Were Young: A Photographic Retrospective of Childhood* and *Witness and Response: September 11 Acquisitions at the Library of Congress*. In May 2003, council members and other friends of John Kluge came together to celebrate the formal opening of the John W. Kluge Center at the Library of Congress with Tony Bennett giving the first-ever musical performance in the Main Reading Room of the Jefferson Building. During this two-day event, the Jeffersonians—Madison Council members who have given gifts of \$1 million or more—met together for the first time as a group. At their initial meeting, they decided to fund a joint project that would provide additional resources for high-priority, time-sensitive initiatives needing immediate support. By the end of the fiscal year, Jeffersonians had committed \$1.1 million for this purpose.

OFFICE OF SPECIAL EVENTS AND PUBLIC PROGRAMS

Fiscal 2003 was an important year for the Office of Special Events and Public Programs (OSEPP). Effective July 1, 2003, OSEPP began operating on a revolving-fund basis and, as such, must recoup all costs of its operation. During the previous decade, OSEPP operated under gift fund authority and requested contributions from outside organizations that use the Library’s facilities. As a revolving fund, it charges administrative fees for



National Geographic Channel President Laureen Ong (third from right) is pictured with (from left) Dorothy Coley, cochair of the Library's 2003 Asian Pacific American Heritage Month planning committee; musical performer Kim-Oanh Nguyen; Deputy Librarian Donald L. Scott; Lien Huong Fielder, president of the LC Asia American Association; and musical accompanist Truong Tuong Tu. (Photo by Yusef El-Amin)

Library-sponsored events, as well as for those sponsored by outside organizations. Using a computer database called Raisers Edge, OSEPP began electronically tracking financial information for events. The system also has the capability to prepare budgets and final accountings, as well as to produce a variety of event statistical reports.

OSEPP coordinated and managed 531 events during the year, an annual increase of nearly fifty events. Of those, 118 events were sponsored by members of Congress. Major events held at the Library during the year (see Appendix A: Major Events at the Library) included the second Henry Alfred Kissinger Lecture given by Valéry Giscard d'Estaing, president of the Convention of the Future of Europe; the formal opening of the Kluge Center, which combined a Great Hall reception and dinner with a film tribute to John W. Kluge and a performance by Tony Bennett in the Library's Main Reading Room; the Bob Hope 100th birthday concert and reception; opening receptions for the *Robert Blackburn* and *Lewis & Clark* exhibitions; the Madison Council business meeting and luncheon; and symposia that focused on women's studies and the 9/11 terrorist attacks.

The office continued to support the observances of African American History Month, Hispanic Heritage Month, Women's History Month, and Asian Pacific American Heritage Month, as well as other recurring events such as the holiday program and retirees luncheon. The office also planned and coordinated events for many Library initiatives and committees, including the National Film Preservation Board, the National Recording Preservation Board, the Moving Image Collection Steering Committee, the Law Library's Global Legal Information Network, and numerous programs and events sponsored by the Kluge Center.

Corporate use of the Library's facilities decreased by 50 percent this year. OSEPP recommended to the Library's Executive Committee that the corporate fee structure be reevaluated and reduced from \$50,000 to \$30,000 so it could stimulate business use of the Great Hall, thereby increasing revenues for office operation. The Executive Committee approved the recommendation, which was to become effective October 1, 2003.

GENERAL COUNSEL

During the year, the Office of the General Counsel (OGC) responded to nearly 1,200 formal requests for legal opinions from Library units and managers, a 25 percent increase from the previous year. In addition, the OGC responded to numerous informal requests from Library managers.

The OGC participated in 116 federal court and administrative cases during the year, including the 68 cases carried over from fiscal 2002. Of those 116 cases, the office closed 56 during the year. The Library won 15 administrative cases (including two dismissals) and settled 18, and three employees removed their cases from the Library's administrative process to federal court, where they are pending. At federal court, the Library won 7 cases (including five dismissals) and settled 9 cases. An additional 5 of those cases required Library participation in federal litigation, such as responding to civil subpoenas, but did not involve the Library as a party. At the end of the year, 59 cases remained open.

On December 1, 2002, the *Cook* litigation, with its origins in the 1980s, ended by the terms of its settlement agreement. On September 8, 2003, U.S. District Court Judge Gladys Kessler denied plaintiffs' motion to extend the court's jurisdiction for an additional twelve months, stating failure to satisfy the necessary legal standards. Judge Kessler noted in her opinion that "African Americans, and minorities in general, are represented at the Library in numbers far exceeding the federal civilian labor force." She further stated, "... these numbers speak clearly to the Library's commitment to fairness and equal opportunity."

The OGC also is responsible for reviewing orders from state courts and federal courts that affect the take-home pay of individual employees. Once the OGC concludes that an order is legally enforceable, it sends a memorandum to Human Resources Services for processing into the payroll system. During fiscal 2003, the OGC reviewed 138 court orders relating to garnishments or attachments. Such orders involved child support, commercial garnishment, bankruptcy, and student loan defaults.

The OGC advised Library officials on numerous ethical issues, including outside employment, conflicts of interest, travel, and gifts. The office also reviewed 363 financial disclosure reports filed by Library officials in accordance with the Ethics in Government

Act (5 *U.S. Code* Appendix 4, §§ 101 et seq.). In fiscal 2003, the OGC launched a mandatory Library-wide ethics training program. During the year, the OGC presented twenty-nine sessions, reaching 2,564 employees. The OGC will continue to offer quarterly ethics briefings to ensure that all employees receive training. In addition, the OGC presented separate ethics sessions for new employees and for the Library's contracting officers. The OGC also briefed members of the American Folklife Board and the affirmative action interns on ethics issues. On its Web site, the OGC posted a new section about employee standards of conduct, which includes an ethics manual available for downloading. As a result of the ethics briefings and the new ethics Web site, the OGC responded to more than thirty inquiries from staff members through a newly established ethics e-mail account.

The OGC provided advice to the Library's Trust Fund Board, which accepts gifts and oversees the investment of those gifts for the benefit of the Library's collections and services. The office monitored the appointments to the board, coordinated its meetings, and drafted correspondence relating to board matters. In addition to preparing resolutions for the board's review, the OGC coordinated the sale of a condominium left to the Library in the will of a frequent attendee at the Library's Coolidge Auditorium concerts. The property was sold this year, and the proceeds will benefit the Coolidge Trust Fund, as directed in the bequest.

The OGC provided legal advice regarding the operations of the John W. Kluge Center and the Kluge Scholars' Council. Specifically, the office provided advice on various tax matters, as well as on issues relating to the awarding of the first Kluge Prize by the Librarian of Congress, which is scheduled to occur early in fiscal 2004. The office counseled Library officials about compliance with the new immigration and visa provisions of the Patriot Act. The research, analysis, and conclusions associated with Kluge Center projects will be applicable to the Library's other visiting scholar programs.

The office reviewed more than fifty gift instruments and other agreements that added materials to the Library's collections. The agreements include those relating to the papers of the late Patsy Mink, a former U.S. representative from Hawaii; Harold Brown, former secretary of defense; Zbigniew Brzezinski, former national security adviser to President Jimmy Carter; diplomat Anthony Lake; and the audiotapes of singer-songwriter Pete Seeger. In addition, OGC reviewed the gift agreement between the Library and J. Arthur Wood, who donated his collection of cartoon and caricature art to the Prints and Photographs Division. During the fiscal year, the OGC crafted a gift agreement with George Mason University and the City University of New York for the September 11 Digital Archive. In addition, OGC was involved in negotiating the acquisition of composer Ernest Bloch's archives by the Music Division. Finally, during the fiscal year, the

Library and the Herb Block Foundation signed the gift agreement negotiated by the OGC, which passes title to the Library of Herb Block's extensive cartoon collection and many of his personal papers.

The office worked closely with the staffs of the Architect of the Capitol (AOC); the Motion Picture, Broadcasting, and Recorded Sound Division; and the Packard Humanities Institute (PHI) to prepare and complete the implementation agreement for the National Audio-Visual Conservation Center in Culpeper, Virginia. The office also drafted and negotiated a memorandum of understanding between the AOC and the Library, thus outlining each agency's responsibilities regarding the Culpeper facility, plus a real estate transfer agreement of the Culpeper property between PHI and the AOC. The parties signed those agreements during the fiscal year. In addition, OGC actively participated in planning sessions on NAVCC's business operations and personnel issues relating to the relocation of employees from Washington, D.C., to Culpeper.

During fiscal 2003, the OGC continued to provide legal support to the Center for Russian Leadership Development. Support activities included reviewing center contracts and correspondence, planning center grants and staffing, and answering ethics questions related to center operations and gifts. The OGC provided similar legal support for the Abraham Lincoln Bicentennial Commission, which Congress established to celebrate the 200th anniversary (in 2009) of Lincoln's birth.

The OGC participated in implementing the National Digital Information Infrastructure and Preservation Program. The office provided legal support in a number of areas, including advice on accepting and valuing matching contributions pursuant to the NDIIPP statute, choosing among proposed model projects, and reviewing and commenting on NDIIPP's program announcement. The purpose of the announcement is to solicit proposals for cooperative relationships between the Library and outside organizations for projects to support the digital preservation infrastructure. The OGC also reviewed the International Internet Preservation Consortium Agreement, which the Library signed during the fiscal year.

The OGC was involved in the Copyright Office's second "1201" rulemaking to determine whether the prohibition against circumvention of technological measures that effectively control access to copyrighted works—set forth in 17 *U.S. Code* §1201(a)(1)—should not apply to people who engage in noninfringing uses of any particular classes of copyrighted works. On October 15, 2002, the Copyright Office submitted the notice of inquiry for publication in the *Federal Register*. This notice requested comments on classes of works for which noninfringing uses have been adversely affected as a result of the prohibition on circumvention. At the Librarian's request, the OGC reviewed the 51 comments that

proposed exemptions to the prohibition and 338 reply comments supporting or opposing those proposed exemptions. An OGC attorney attended the four days of hearings held in Washington, D.C., and the two days of hearings held in Los Angeles, California. After full review of the record, the Copyright Register's written recommendation will be presented to the Librarian of Congress.

Working closely with the American Folklife Center (AFC), the OGC will craft a cooperative agreement between the Library of Congress and Sound Portraits Productions to capture for posterity a large number of sound recordings of individual Americans' personal stories. A nationwide program called StoryCorps will place booths around the country in which the interviewer and interviewee will join to create an oral history to be made available through radio productions, print publications, and Internet presentations. Under the agreement, the Library will provide technical guidance to Sound Portraits, including matters related to interviewing techniques, consent forms, and organization and description of the materials. The agreement also specifies that Sound Portraits will donate all materials relating to the StoryCorps project to the Library for long-term preservation and public access.

The OGC provided legal advice for a second AFC online project that involves the presentation "After the Day of Infamy: 'Man on the Street Interviews Following the Attack on Pearl Harbor.'" The project presents approximately twelve hours of American citizens' opinions, which were recorded in the days and months after the surprise attack that precipitated our entry into World War II. More than 200 individuals from across the country can be heard on the Web site. Folklorist Alan Lomax, former assistant in charge of the Archive of American Song (predecessor to the AFC) organized the project.

The office worked on issues dealing with the Library's Web site while continuing to expand its own site. As a member of the Publications Coordinating Committee and its Internet Operations Group, the OGC helped revise the Library's Legal Notices Web page to take into account issues of individuals' privacy and publicity rights. In addition, the OGC assisted in analyzing rights clearance issues regarding the American Memory presentation about American women.

The OGC's Web site provides online access to Library regulations, special announcements, collective bargaining agreements, and delegations of authority. All of those items are searchable online. This fiscal year, sections were added that deal with rights clearance resources and training provided by the OGC. The most notable addition to the Web site was a section called Standards of Conduct, which provides Library employees with guidance on making decisions about receipt of gifts, travel, outside employment, honoraria, and political activities.

The OGC continued to review, revise, edit, and cancel Library regulations in cooperation with the Library's service and infrastructure units. The office issued or reissued fifty regulations and canceled thirteen. A number of changes were successfully negotiated with the unions, including a revision of one of the Library's most important regulations titled *Conduct on Library Premises*, which relates to the public and Library employees. Other revised regulations included those relating to the organization of the Library and the Office of the Librarian, which was reorganized in fiscal 2003. One of the new regulations issued was the organizational regulation for the Office of Strategic Initiatives. The OGC also encouraged Library offices to consider issuing directives, rather than regulations, for matters that do not have agency-wide implications. The OGC's Web site has a new category that links to Library directives.

The office embarked on revising and amplifying the Library's regulations that provide guidance and authority for those entering various types of contracts. Among them are procurement contracts, cooperative agreements, grants, licenses, and other agreements. The OGC has been meeting with the agency's various stakeholders to address their interests and concerns. This initiative should be completed early in fiscal 2004.

The office provided legal advice on procurement matters to the Office of Contracts and Grant Management and reviewed 105 contracts for legal sufficiency, many in excess of \$100,000, for the Library's procurement of supplies and services. The OGC's legal guidance to the FEDLINK (Federal Library and Information Network) program included the review and approval of many administrative documents. In fiscal 2003, FEDLINK issued more than 3,487 new contracts, for a total contract value of more than \$90 million. Those contracts covered services such as serials acquisitions, book acquisitions, information retrieval, document delivery, and interlibrary loan services. The OGC also reviewed, advised upon, and approved 315 contracts for experts and consultants.

Of particular importance during the year was the OGC's work on a bankruptcy case that threatened the financial stability of the FEDLINK program. One of FEDLINK's primary suppliers of publications was Faxon/Rowe.Com. That company filed for bankruptcy, which meant that FEDLINK's customers would no longer receive many of the publications on which their libraries and agency staff rely. Working with the U.S. Attorneys Office in Boston, the OGC ensured that all the proper papers were filed to protect the government's position. Initially, FEDLINK's claim against the company was \$4.5 million. As a result of the Library's quick action, many of the outlays were recovered, and the claim was reduced to \$550,000. The OGC's involvement in this matter included assisting in the termination by default of forty-three contracts, withdrawing offers to the company by FEDLINK, closing out prior-year accounts, reprocurring publications from

other sources, and resolving outstanding payments. It also included providing legal advice and support to counsel from FEDLINK customer agencies and to the Department of Justice. In addition, the OGC served as the liaison with the General Accounting Office.

Working extensively with the U.S. Capitol Police and the Office of Security and Emergency Preparedness regarding a potential merger of the Library and Capitol police, the OGC served on a task force mandated by statute to develop a recommendation to Congress about the particulars of the proposed merger.

The OGC also worked with Integrated Support Services and the Architect of the Capitol regarding potential flexibility in the allocation of responsibilities between the Library and the AOC. During the fiscal year, the OGC crafted a memorandum of understanding between the Library and the AOC for construction work involving Library premises. That agreement was the result of legislation passed by Congress, and it sets out the responsibilities between the Library and the AOC to maintain the Library's buildings and grounds. Within the Library, the OGC coordinated the agency's response to complaints filed by Library employees with the Office of Compliance regarding alleged safety and health problems. The OGC convened regular meetings with personnel from the AOC, the Integrated Support Services, and the Office of Security and Emergency Preparedness to develop the Library's response to such complaints.

The OGC continued to support the implementation of the revolving fund for the FEDLINK and Federal Research Division programs and for the Library's Sales Shop, publishing, photoduplication, and related Library sales activities. Working with other responsible offices, the OGC prepared a report that was requested by Congress and detailed the Library's plans for converting the Special Events operation into a revolving fund. The OGC also moved forward with plans for expanding selected revolving-fund activities into profit-making endeavors. The plans included a contract to launch an online sales capability for the Library's Sales Shop.

In addition to other grants approved by Congress for fiscal 2003, the OGC continued to provide legal support for a major initiative to train teachers on how to bring the digital primary-source materials that the Library has made available through its Web site into their K-12 classrooms. Because of the increased funding to be administered by the Library, the OGC's role increased considerably. The Library retained a temporary grants administrator to assist in these efforts. For example, the grant to the educational consortium for K-12 teacher training now exceeds \$38 million and involves colleges, universities, and other educational institutions in eight states. Another related grant was a telecommunications project to improve the broadband capacity and to reach rural areas in the western Carolinas so they can connect with the Library's online materials. The OGC also pro-

vided legal assistance for grant funding of museum exhibitions such as the *Lewis & Clark* exhibition for Southern Illinois University and two Louisiana Purchase exhibitions for the New Orleans Museum of Art and the Alexandria Museum of Art.

The OGC continued to lead two other interagency groups, which meet each month to exchange information and ideas on matters of common concern. The first group consists of the legal officers of the legislative branch (Architect of the Capitol, Capitol Police, Congressional Budget Office, General Accounting Office, Government Printing Office, and Library of Congress), and the second consists of the general counsels of the federal government's cultural institutions in Washington (e.g., Library of Congress, National Archives and Records Administration, National Endowment for the Arts, National Endowment for the Humanities, Institute of Museum and Library Services, and Smithsonian Institution).

INSPECTOR GENERAL

The Office of the Inspector General (OIG) provided audit, review, and investigative services; maintained a hotline; acted as a technical adviser to management in areas such as financial oversight, internal controls, and contracting; participated on Library-wide committees; conducted a Library-wide survey; and reviewed laws and regulations.

During the fiscal year, the OIG issued nine audit reports concerning important aspects of managing the Library's programs and operations. The subjects included the grant program titled "An Adventure of the American Mind," equal employment opportunity, learning and knowledge investment, performance oversight of Human Resources Services, and dispute resolution.

Under contract with the OIG, the accounting firm of Kearney & Company issued a report, dated February 14, 2003, on the Library's 2002 consolidated financial statements. The report stated that the Library's financial statements were presented fairly in all material respects. For the seventh consecutive year, the Library received an unqualified "clean" audit opinion. Kearney & Company also audited and issued unqualified audit opinions on the 2002 financial statements of the James Madison Council, National Digital Library, and Cooperative Acquisitions Program.

The OIG continued to operate a hotline for allegations of fraud, waste, abuse of authority, and mismanagement. During fiscal 2003, the OIG processed forty-eight allegations (six were from the previous fiscal year). Five allegations did not require investigation, seven were referred, and thirty-six were investigated by OIG. At year's end, eight investigations remained open.

In fiscal 2001, the OIG involved itself in two significant Library information technology initiatives. The Copyright Office and the Office of the Chief Financial Officer are undertaking progressive system replacement and reengineering efforts to take advantage of new technology and to improve efficiency. The OIG intends to work closely with those units and plans to be involved through the life cycle of initiatives that aid in reducing acquisition and operational risks. The OIG's early involvement in those initiatives includes evaluation of reengineering studies; cost, benefit, and alternatives analyses; requirements development process; and project management.

In fiscal 2003, a third initiative, the Library's National Digital Information Infrastructure and Preservation Program, was added. The OIG conducted an initial fact-finding survey of NDIIPP and provided comments to the Librarian on the planning, oversight, communication, and policy aspects of the program.

The OIG analyzed cost proposals concerning a five-year replacement contract for cassette playback machines for people who are blind and physically handicapped. It then identified excessive cost components and a negotiation strategy that resulted in \$3.4 million in funds to be put to better use in 2003.

The OIG participated in the Computer Security Coordination Group in an advisory capacity. The group discussed topics such as security awareness training, alert-monitoring procedures, and spam policies. New topics included authentication, configuration management, remote access, data cleansing, development of standardized Library password controls, and implementation of enhanced virus-protection software.

OFFICE OF SECURITY AND EMERGENCY PREPAREDNESS

As part of the reorganization in the Office of the Librarian in January 2003, the Office of Security assumed responsibility for emergency preparedness and was renamed the Office of Security and Emergency Preparedness. The director has four major roles in his capacity for overseeing emergency preparedness: (1) managing all aspects of the Library's Emergency Preparedness Program; (2) coordinating all emergency planning, training, operations, and exercises for preparedness, response, recovery, and mitigation missions of the Library of Congress; (3) supporting the designated agency safety and health official (the Deputy Librarian) and the safety and health officers in furtherance of the Library's Occupational Safety and Health Administration (OSHA) program; and (4) leading the Library's Emergency Management and Emergency Support Teams, which are composed of senior Library managers who are responsible for key emergency coordination and support functions.

The office received funding from Congress to hire additional staff members to develop and maintain the Library's Emergency Preparedness Program. Until new employees could be hired, existing staff members temporarily managed the program, who included training office emergency coordinators, floor wardens, and zone monitors. The office also trained personnel in use of escape hoods, building evacuation, use of the stair chair, and assistance for people with disabilities. The program included incident command, shelter in place, and other components. A *Comprehensive Emergency Management Plan* and an *Employee Emergency Action Guide* were prepared in March 2003 and were distributed to Library officials and staff members. The office's emergency planners were leading the further development of continuity of operations and business recovery plans as part of the Emergency Preparedness Program.

The office took the lead in coordinating planning for the Library's new Emergency Management Center (EMC), to be built in the former police communications center in LM G-01 of the Madison Building. Construction of the EMC was anticipated to begin early in 2004, with estimated completion in mid-2004. The EMC will be directly tied to the new Police Communications Center in the Jefferson Building, thereby ensuring enhanced communication throughout the Capitol complex and beyond. The office took the lead in coordinating enhanced emergency communications between the Library and the Senate, House, U.S. Capitol Police, Federal Emergency Management Agency, D.C. Emergency Management Center, and others.

The Library of Congress's 1999 Security Enhancement Implementation Plan continued to move forward with the remaining two of the three original components of the plan. The first component—consolidation of the Library's two police communications centers—has been completed. The new consolidated Police Communications Center, which integrates the Library's upgraded intrusion detection and security monitoring systems, became operational in July 2003. Final construction was expected to be completed by January 2004, with the expansion of the security equipment room and the addition of a manager's office. Installation of the upgraded systems was anticipated to be completed by mid-2004. The office requested an additional \$1,069,111 from reprogramming of funds for upgrades to the center and associated security equipment, of which \$935,000 was approved effective October 1, 2003. Police communications were continuously improved as more state-of-the-art security systems became operational. The office built an uninterrupted power source (UPS) room, and it ordered equipment to support the Police Communications Center in the event of a loss of power. The UPS room was expected to be operational by the end of calendar year 2003. The police break room and one of the two locker rooms will be relocated to accommodate construction

of the tunnel connecting the Jefferson Building to the Capitol Visitor Center. The new police facilities are expected to be completed by mid-2004.

The second remaining component of the Security Enhancement Implementation Plan is to expand entry and perimeter security so it will include additional X-ray machines and detection equipment, security upgrades of building entrances, exterior monitoring cameras and lighting, and garage and parking lot safeguards. The office continued to coordinate those efforts, and it expects to complete this phase of the plan by mid-2004. The building lobby upgrades—including construction, installation of new security systems, and permanent installation of screening devices—are expected to be completed by the summer of 2004. Delivery of the police lecterns and associated security systems for the lobbies was anticipated for December 2003. The design for the perimeter's closed-circuit television (CCTV) cameras for the Library campus was nearly complete, with installation expected to begin in December 2003. All the CCTV cameras are expected to be monitored by the Police Communications Center by June 2004. The Jefferson Building's front drive vehicular entrance in the southwest and northwest and the exit security features were completed, and plans were under way for the Library of Congress Police to staff the new police kiosks in October 2003. Installation of reinforced barrier walls at the southeast corner of the Jefferson Building was completed; barrier walls for the northeast corner were 90 percent completed. Security enhancements for the Madison Building perimeter on the First Street garage ramp were under way. The Adams Building construction was anticipated to begin in early 2004, pending completion of the alley project for the Folger Shakespeare Library.

Protective Services Division

The Protective Services Division continued supporting the Library's multifaceted security program, thus enhancing controls that protect the Library's priceless collections, facilities, staff, and patrons. With regard to collections security, Protective Services continued leading a collaborative effort throughout the Library to sustain implementation of the 1997 Library of Congress Security Plan in coordination with the Collections Security Oversight Committee (CSOC), whose members include representatives from the service units, as well as key infrastructure offices.

Monitoring the effectiveness of staff's security practices and enhancing staff security awareness were significant continuing initiatives led by Protective Services in collaboration with the CSOC throughout fiscal 2003. Protective Services and the CSOC have now conducted fifty-nine site assistance visits (SAVs) to divisions throughout the Library. Two-person teams conduct the SAVs with two weeks' notice; on each SAV, a physical security

expert is joined by a librarian. SAV findings are reported to the director of the Office of Security and Emergency Preparedness and to the chief of the inspected division. Over time, the SAVs significantly enhance security practices of the Library's staff members. Areas that improved during the past twelve months included the proper display of Library identification badges, timely charging of books, and enhanced control over keys and generic electronic access cards. Moreover, division chiefs frequently requested tailored briefings and follow-up assistance visits from Protective Services.

The security Web sites designed by Protective Services and the CSOC for Library patrons and staff members continued to enhance security awareness. In fiscal 2003, the patron Web site averaged about 10,500 hits monthly. Complaints by patrons regarding the pervasive nature of security controls declined as an increasing number of new visitors and researchers arrived better prepared to use the Library's resources.

The Police Communications Center and lobby upgrade projects in the Madison, Jefferson, and Adams Buildings have been fully supported by Protective Services in coordination with the AOC and several contractors. Protective Services led efforts to resolve challenges in operating both metal detectors and book theft detection systems in close proximity. Protective Services also was involved in planning for the full operation of the Police Communications Center and the associated transition of the primary intrusion detection system, as well as the operation of 300 CCTV cameras covering the perimeter and lobbies of the Library's buildings on Capitol Hill.

Protective Services enhanced a wide array of electronic and physical security controls protecting the Library's three major buildings on Capitol Hill. Electronic security systems experts designed and inspected the installation of controls protecting the House Select Committee on Homeland Security's Sensitive Compartmented Information Facility in the Adams Building. Protective Services also installed a camera and digital recorder for the Office of Compliance's Adams Building office, relocated and improved the House Page School's security monitoring and duress alarm equipment in the Jefferson Building, relocated fiber-optic cables and power supplies in planning security systems for the Capitol Visitor Center's tunnel entrance to the Jefferson Building, and upgraded exhibit case alarms for the Library's top treasures, including the Mainz and Gutenberg bibles that are on display. Working with the AOC, the senior facility managers, and the Office of Investigations, Protective Services designed electronic access control, intrusion detection, and CCTV systems in planning for significant security upgrades to the Madison Building's loading dock.

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Protective Services' senior physical security specialist continued serving as the Library's contracting officer's technical representative (COTR) on the contract with Securiguard Inc. Library security officers employed by Securiguard have played a central role in deterring the theft and mutilation of the Library's priceless collections. The contract with Securiguard entered its last option year in fiscal 2003, requiring recompetition of the contract. Working closely with the Contracting Office, the COTR prepared a new statement of work, organized a question-and-answer session with potential bidders, and led a proposal review team. The recompetition process was proceeding on schedule for award in November 2003.

Protective Services also designed and upgraded security controls that protect many of the Library's annexes off Capitol Hill. Protective Services' electronic and physical security experts were integral members of teams planning the construction of the Library's National Audio-Visual Conservation Center in Culpeper, Virginia. At the Landover Center Annex, Protective Services completed the installation of magnetic lock enhancements mandated by applicable fire and safety codes. At the High-Density Storage Facility at Fort Meade, Maryland, Protective Services customized electronic systems for emergency access on behalf of the AOC.

Library of Congress Police

In conformance with the security objectives of the Capitol complex, the Library of Congress Police (LC Police) continued to provide support for additional security measures to protect the Library's facilities, staff members, researchers, visitors, and collections. The LC Police staff the Police Communications Center twenty-four hours a day, seven days a week. The center is the primary communications center for all calls for police services (e.g., emergencies, requests for general information and assistance, response to alarms, and so forth). The consolidation in July 2003 of the two separate centers in the Madison and Jefferson Buildings into the new Police Communications Center in the Jefferson Building went smoothly. The communications systems remained operative during the consolidation, without interruption to calls for services. The consolidation resulted in a more consistent and efficient communication process, thus allowing the LC Police to better serve the Library community.

The LC Police continued to provide the appropriate level of security with the minimum amount of disruption to normal Library operations during visits of dignitaries. In fiscal 2003, the LC Police provided efficient and timely law enforcement support for 204 special events, of which 100 were hosted by the congressional leadership, 14 were state or official visits (including those by foreign heads of state), and 90 were Library-sponsored

events, including the Madison Council openings and the exhibit openings held in the Library's buildings.

A representative from the LC Police participated as a member of the Metropolitan Washington Council of Governments and the Joint Terrorism Task Force of the Federal Bureau of Investigation (FBI), thus bringing together law enforcement agencies to share information (sensitive or intelligence) and to encourage the same level of heightened vigilance to combat crimes and threats to our national security. The LC Police also participated in the annual Law Enforcement Torch Run sponsored by the D.C. Special Olympics and held in Washington, D.C.

Personnel Security Office

The Personnel Security Office administered the Library's background investigations program to determine the suitability of employees, contractors, and volunteers and to grant security clearances for classified access when required by job duties. Year-end statistics showed an increase in case openings over the previous year: 711 cases were initiated, a 13 percent increase over fiscal 2002 figures. The number of case closings, 614, rose almost 4 percent over the prior year. Contractor cases remained a substantial part of the workload, totaling almost 45 percent of new investigations. The Personnel Security Office recommended administrative actions ranging from removal to counseling in twenty-six cases, which generally involved issues of adverse employment, criminal history, material falsification, or a combination.

Following issuance of revised personnel security regulations in August 2002 and subsequent meetings with labor organizations, the Personnel Security Office implemented use of nondisclosure agreements about classified information for employees who had authorized access to classified national security information. As part of the process, Protective Services and the Personnel Security Office conducted security refresher briefings on classified handling and security awareness topics for employees with security clearances. This initiative enhanced employees' understanding of security policies and procedures and helped ensure compliance with established safeguards for classified information.

The Personnel Security Office partnered with Human Resources Services to improve the timeliness of case initiations and gave presentations on personnel security requirements during new employee orientations. In response to a request to federal agencies from the Office of Personnel Management (OPM), the Personnel Security Office reviewed its compliance with OPM's reporting requirements on personnel security adjudicative actions. Office representatives participated in training at OPM on E-Government Program initiatives and other developments in the personnel security community.

Office of Investigations

The Office of Investigations was responsible for receiving and acting on allegations from various sources when the allegations involved violations of laws or regulations that would affect the Library's programs and operations. The office was fully staffed by two criminal investigators and one general investigator.

Year-end statistics showed the following investigative activity:

- Thirty-six investigations were conducted that related to reports of suspected theft and mutilation of collection material; thirty-five of those inquiries were closed.
- Thirty investigations were conducted that related to theft of government property and violations of Library regulations; twenty of them were closed.

A representative from the Office of Investigations continued to participate as a member of the Library's Computer Security Coordination Group to assist with developing computer security policies and procedures. Investigators in the office served as liaisons to the FBI if a computer crime perpetrated against the Library required FBI assistance. If the FBI declines to investigate a computer crime against the Library, agents of the Office of Investigations will investigate the offense with support from the Library's computer security officer.

Office of Investigations staff members continued to provide fraud awareness training to contract specialists, plus guidance to Library managers for resolving allegations concerning serious employee misconduct.

OFFICE OF THE CHIEF FINANCIAL OFFICER

A realignment of responsibilities during fiscal 2003 established the Office of the Chief Financial Officer, which assumed the responsibilities of the former Financial Services Directorate and the responsibilities of the former Planning, Management, and Evaluation Directorate (PMED) for the strategic planning and annual program performance planning.

OCFO serves as the principal adviser to the Librarian and Deputy Librarian on all financial activities of the Library. OCFO directs a comprehensive financial management program and is responsible for strategic planning; for annual program performance planning; for the formulation, presentation, and execution of the Library's budget; for the establishment and monitoring of financial systems controlling the expenditure and reporting of funds; for financial reporting; and for the establishment of all budgetary and accounting standards.

The Library of Congress received a total of \$539,496,502 in appropriations for fiscal 2003, which was approved by two public laws.

The Legislative Branch Appropriations Act of 2003 (PL 108-7), which was signed by the president on February 20, 2003, appropriated \$535,615,000, including authority to spend \$36,362,000 in receipts. The act also included a 0.65 percent across-the-board rescission, which resulted in fiscal 2003 appropriations for the Library of \$532,133,502, including authority to spend \$36,321,758 in receipts.

The Emergency Wartime Supplemental Appropriations Act of 2003 (PL 108-11), signed by the president on April 16, 2003, provided \$5,500,000 for the purchase and installation of a public address system for the Library buildings, and \$1,863,000 for the implementation of the Congressional Research Service's portion of the Alternate Computing Facility.

Strategic Planning Office

The Strategic Planning Office (SPO) in the Office of the Chief Financial Officer subsumed the responsibility of the former PMED (with the exception of the management controls and program evaluation function, which are now the responsibility of the Office of Management and Training).

During the year, SPO coordinated the issuance of the Library's strategic plan for fiscal 2004-2008, which provides overall guidance for preparing the budget and annual program performance plans (AP³). SPO also worked closely with the service and support units as they developed their AP³. The AP³ integrates the Library's operating programs with the strategic plan and budget formulation process. Through the goals and targets of the AP³, organizations establish performance measures for evaluating Library operations in terms of results or outcomes, efficiency, and effectiveness.

As part of the Library's Planning, Programming, Budgeting, Execution, and Evaluation System, SPO requested that each of the service units and support units review and evaluate their performance for each AP³ goal using green, amber, or red to indicate progress toward achieving the goals. The AP³ process is the foundation for creating the performance plan part of the Library's Annual Operating Plan, which must be submitted to Congress within 30 days after the budget is enacted.

Fiscal 2003 was a transition year for the Management Control Program as it prepared for a permanent move from the PMED to the newly established Office of Management and Training (OMT). Staff members from SPO worked with the acting director of OMT to keep the program's objectives on track. The objectives of the Management Control Program are to provide reasonable assurance that (1) obligations

and costs comply with applicable law; (2) assets are safeguarded against waste, loss, unauthorized use, or misappropriation; (3) revenues and expenditures are properly accounted for; and (4) program activities are carried out in the most efficient, effective, and economical manner possible.

Budget Office

After operating under eight continuing resolutions, the Legislative Branch Appropriations Act of 2003 was passed in February 2003, four months after the start of the fiscal year. As a result of the late passage, the Budget Office was required to complete and submit to Congress, concurrently, several major budget products, including the Library's fiscal 2003 operating and performance plans and its fiscal 2004 budget request.

During this same period, the Library sought and won approval for an Emergency Wartime Supplemental Appropriation totaling \$7,363,000. Only weeks later, the Budget Office was preparing materials for the Library's annual budget hearings, with two appropriations hearings scheduled in one week, while beginning its midyear review.

The Budget Office supported the fiscal 2004 budget process during fiscal 2003 by conducting numerous briefings for congressional members and staffs, reviewing and responding to House and Senate allowances, and promoting legislative-wide initiatives. All those measures helped expedite passage of the Fiscal 2004 Legislative Branch Appropriations Bill, one of only three bills passed before the start of the fiscal year. As a result, the Library's fiscal 2004 budget totals \$562,619,000, including authority to spend \$36,514,000 in receipts.² The Budget Office then began the budget formulation process for fiscal 2005—a process that starts eighteen months in advance of the fiscal year.

The Library continued to improve its budget formulation, presentation, and execution processes. The Library took the lead in developing and implementing standardized budget formats for all legislative branch agencies. The formats tracked funding and FTEs (full-time equivalents) from the congressional submission through the House and Senate markups and the enacted bill using the operating plans and reprogramming requests. This achievement was significant given the diversity of the legislative branch agencies, and it will help support future reporting requirements for Congress.

The Library sought and won modifications to the congressional reprogramming guidelines, which provided the Library with the flexibility needed to manage its programs and required the submission of only one reprogramming request to Congress, which was approved.

2. The Fiscal 2004 Consolidated Appropriations Bill (PL 108-199), signed by the president on January 24, 2004, called for a 0.59 percent rescission of federal agency budgets. The result was a fiscal 2004 appropriation for the Library of \$559.3 million, including authority to spend \$36.3 million in receipts.

The Library prepared and submitted recommendations to Congress for distributing the furniture and furnishings (F&F) funds to the Library's four salaries and expenses appropriations. Recommendations and the abolishment of the F&F appropriation were approved by Congress, thus providing additional flexibility to and enhancing program accountability within the Library.

New or revamped internal fund controls, financial management processing functions, and quarterly review formats reduced the budget and program offices' administrative workloads and improved the paper flow within the OCFO and between the OCFO and program offices.

The OCFO developed and implemented a Library-wide standardized form for an electronic interagency agreement, plus a gift and trust fund database. The OCFO also supported the successful transition of the special events account from a gift to a revolving fund; the preparation of the first memorandum of agreement between the AOC and the Library, thereby allowing the transfer of funds between the two agencies to expedite Library-related work; and the budget and cost analysis of the proposed police merger. All of those efforts have already realized improvements in the coordination, efficiency, and accountability of financial management documents and will lay the foundation for future improvements in the Library's and the OCFO's staff utilization and funds control management.

Accounting Operations

During the year, Accounting Operations (AO) expanded electronic invoice processing and began scanning invoices received in the mail to facilitate the electronic routing of invoices for approval. As a result of efforts to continuously improve invoice processing efficiency, AO processed 93 percent of invoices within thirty days. This accomplishment not only exceeded the standard for timely processing of invoice payments by 8 percent but also exceeded last year's percentage by 3 percent. The Library also paid 98 percent of its eligible recipients using electronic funds transfer, including 91 percent of vendor payments.

The Library continued to encourage use of credit cards for small purchases while improving the accountability of the credit card process by implementing prepayment reviews and timely reconciliation of the purchase card accounts. During fiscal 2003, the Library implemented individual billing of travel transportation expenses, significantly decreasing the charges of centralized billing. This change facilitates the Library's movement toward an end-to-end travel solution, in support of the president's government-wide E-Travel initiatives.

Disbursing Office

In partnership with the Department of Treasury, the Disbursing Office (DO) implemented the acceptance of credit card payment for items purchased on the Internet from the Library's Sales Shop and its Photoduplication Services. This cash management initiative will allow both operations to expand their product line and will potentially increase revenue.

The DO, in coordination with Information Technology Services (ITS), continued to test the ccmMercury software for capturing data related to deposits and supporting documentation. When fully implemented, this system will afford the service units online access of deposit information, which will significantly reduce photocopying costs. Full implementation of the ccmMercury system is expected in the second quarter of fiscal 2004.

The DO also prepared investment results for two Library Investment Committee meetings and one Trust Fund Board meeting. By providing timely and accurate data, the DO allowed for informed decision making in regard to the Library's trust fund investments. At the request of the Investment Committee, the DO prepared an in-depth study selecting alternative portfolios for the Growth and Income Pool. The DO has tracked the alternative portfolios to assist the Investment Committee in making definitive investment recommendations to the Librarian and Trust Fund Board. The DO initiated and prepared a new training program for the Library's trust fund managers to facilitate their understanding of trust fund investments and investment policies. More than forty trust fund managers and their assistants—approximately 75 percent—attended the training program. The DO will continue to provide training opportunities for new trust fund managers and a refresher course to keep current trust fund managers abreast of any changes.

Financial Reports Office

The Financial Reports Office (FRO) prepared five sets of fiscal 2002 financial statements for audit: Library of Congress Consolidated, the James Madison Council Trust Fund (JMCTF), the National Digital Library Trust Fund (NDLTF), the Cooperative Acquisition Program Revolving Fund (CAPRF), and the Capitol Preservation Commission (CPC). FRO's preparation and coordination led to the Library's receiving the seventh "clean" audit opinion for the consolidated financial statements and continued clean opinions for the JMCTF, NDLTF, CAPRF, and CPC financial statements.

FRO participated in the process of selecting a new financial management system. While senior staff members participated directly on technical and cost committees, other senior and junior staff members filled in on normal operational duties in their absence and kept FRO from having any performance shortfalls during the selection process.

Finally, FRO continued the process of conforming to the government-wide acceleration of monthly, quarterly, and yearly reporting of data to the Treasury Department by closing the Library's books for the month up to two days earlier than in fiscal 2002, with no material misstatements. Beginning in fiscal 2001, FRO accelerated the monthly closings by up to five days.

Financial Systems Office

During fiscal 2003, the Library's central Federal Financial System (FFS) processed 193,126 documents that contained 299,464 lines of transactions for the Library and all cross-serviced agencies. Purchase and payment transactions dominated processing with a combined total of more than 181,160 lines of transactions.

The Financial Systems Office (FSO) completed several significant tasks for the Central Financial Management System (CFMS) replacement project. CFMS is a Web-based system that will support a number of key objectives, including (1) implementation of program-based budgeting, which would align the Library's budget with the full cost of programs and would provide better information to evaluate cost and performance information; (2) additional electronic transaction processing, the elimination of paper barriers, and the expansion of electronic commerce capabilities; (3) access to financial information and transaction processes unconstrained by distance and time, which would facilitate telecommuting and remote processing; and (4) user-friendly, point-and-click graphical user interface, which would facilitate greater use of financial data and would permit more decentralized access and entry of data at the source of the transaction.

FSO worked with the CFMS's proposal evaluation team to prepare a guide to be used by the team to evaluate vendor proposals. The team evaluated six proposals received from vendors. The team selected the Web-based Momentum product of the American Management Systems (AMS) to provide technical services and financial system software. The contract that was awarded to AMS is also available to all legislative branch agencies to use when purchasing financial system software and technical services.

FSO also completed several key tasks on the project to convert the Reports Management System (RMS) reports to a more user-friendly, Web-based system called Financial Reporting System (FRS). FSO worked with a contractor, Data Management Group (DMG), to convert five additional RMS reports to FRS; to develop a nightly cycle process to feed RMS data to the FRS database, a quality assurance process to ensure FRS matches RMS data, and a security procedure to limit user access to the organizational data; and to upgrade to Crystal Enterprise. FSO also formed an FRS user group, which held bimonthly meetings and trained more than eighty users to generate FRS reports. FSO also provided FFS and Procurement Desktop training, as requested.

HUMAN RESOURCES SERVICES

During fiscal 2003, Human Resources Services (HRS) took significant steps to modernize its operations and to improve service delivery to its customers. On October 1, 2002, HRS implemented a new, more strategically focused organization. Its four major components—Workforce Management, Workforce Acquisitions, Worklife Services, and Strategic Planning and Automation—are designed to align with the Library's strategic goals and objectives, to recruit and hire the best staff through internal and external partnerships, to support the Library's goal of becoming a performance-based organization, and to provide a wide array of human resources services and information to the Library's managers and staff.

Office of Workforce Management

Through the design of programs and policies, the Office of Workforce Management supports the Library's goal of becoming a performance-based organization. The office is responsible for labor management relations, employee relations, and performance management. It also participated in a project to revise Library regulations dealing with human resource issues.

At the start of the fiscal year, the Labor Management Relations staff was engaged on a number of fronts with each of the Library's labor organizations. Negotiations early in the fiscal year resulted in midterm agreements for a permanent mentoring program and for the Fiscal 2003 Voluntary Early Retirement Authority. Continued midterm negotiations resulted in several agreements required to implement the reorganization of the Office of the Librarian, a pilot of a new Web-based time and attendance system (known as WebTA), updated personnel security regulations, new performance standards in the Examining Division of the Copyright Office, and work assignments at a new computing facility. In addition, negotiations continue with the unions on other issues, including revised regulations, reorganizations and relocations, and changes in working conditions.

Despite staff member departures, the office fulfilled its mission and continued to process formal grievances, respond to notices-to-bargain, and reply to numerous requests for advice and assistance from Library supervisors and managers. During the year, the Labor Management Relations staff recorded twenty-nine midterm bargaining agreements, one unfair labor practice charge, thirty-five grievances, forty-four information requests, and thirty-seven requests for waivers.

Throughout the fiscal year, the Library's position was effectively presented, and all grievances were investigated and handled in a timely manner. Five of the grievances were either withdrawn or amicably settled. An arbitration case that challenged section head

bonuses in the Congressional Research Service was settled with the Congressional Research Employees Association on terms satisfactory to all. The office also responded to numerous information requests, thus satisfying statutory obligations.

The Employee Relations staff conducted 350 consultations and processed twenty-one adverse actions, seventy-seven counseling memos, nineteen final letters, four notices of appeal, thirteen suitability determinations, two terminations of temporary employment, fifteen separations or disqualifications, fifteen event reports, six information requests, and one investigation report. As a result of reviewing and processing the event reports, the office assisted management in conducting two administrative inquiries, which resulted in the issuance of two memorandums of admonishment.

The function of performance management was added to the Office of Workforce Management in fiscal 2003. A module about performance management was added to the Library's administrative management training class. This module covers the performance cycle and the responsibility for each element in the cycle.

During the fiscal year, a performance appraisal tracking module was added to the Library Employee Administrative Data System. This module will record and track staff ratings and will remind supervisors and managers when individual performance appraisals are due. The tracking module gives the Library the capability to generate periodic reports.

Performance plans were created for all HRS staff members, Office of the Inspector General staff, and individual staff members around the Library. The performance measures are specific, results-oriented, easily monitored, clear, and achievable. Staff members will be held accountable for achieving those measures.

The Library continued to review and update the Library of Congress Regulations (LCRs) in the 2000 series (Personnel Administration), plus related LCRs outside of the 2000 series. The review will ensure not only consistency with applicable laws, government-wide regulations, and human resources best practices, but also compliance with current and projected future needs of the Library's service and infrastructure units. During the fiscal year, the Office of Workforce Management staff sought input from subject-matter experts, the Library's HR-21 Steering Committee, and other sources in the service and infrastructure units. Of a total of 126 LCRs requiring review, 25 were issued, 26 remained in draft form, and 75 await action.

Office of Workforce Acquisitions

The Office of Workforce Acquisitions recruits and hires Library staff members through internal and external partnerships. The office ensures a diverse and talented workforce through the design of innovative strategies that emphasize speed and flexibility.

During the fiscal year, the office implemented standard operating procedures for the classification and staffing teams to ensure continuity of processes. Staffing specialists classified 330 jobs, performed fifteen desk audits, and responded to all classification inquiries within twenty-four hours.

The office worked with contractor representatives to reformat Library vacancy announcements. This revision improved the process by providing more flexibility and specifications for HRS customers to use in their hiring goals. The practice of printing vacancy announcements in the Print Shop rather than on office copiers resulted in cost savings for HRS. The office also worked with the contractor to increase the number of enhancements to the hiring system that would address agency and customer needs and would make the system more user friendly.

In the fiscal year, Library managers made 292 professional, administrative, and supervisory technical competitive selections, despite budget uncertainties and continuing resolutions that characterized the first half of fiscal 2003. Those totals compared favorably with a five-year average of 190 competitive selection positions from fiscal 1997 to 2001. In addition, 173 nonprofessional competitive selections were made. The office developed an online customer survey for selecting officials to complete; this process will give the office feedback on the overall quality of the hiring process.

The Workforce Acquisitions staff members assisted the Merit Selection Plan Task Force, which was charged with developing an efficient plan that follows merit principles and addresses agency and service unit requirements. The task force presented recommendations to the Library's Executive Committee. In those recommendations, the task force sought to strike a balance among the goals of legality, speed, and flexibility for the Library's hiring process. More specifically, the recommendations were aimed at improving the quality of the interview pool, expanding selection and assessment techniques, and creating alternative ways to recruit and hire highly qualified and diverse candidates. The Executive Committee approved most recommendations and charged HRS with implementing those actions that do not require bargaining with the unions and with initiating bargaining for actions that do.

Office of Worklife Services

The Office of Worklife Services provides a wide array of human resources services and information to Library managers and staff members. Such services include benefits, retirement, employee assistance counseling, personnel action, and payroll processing.

During fiscal 2003, the office space of Worklife Services was reorganized to enhance customer service delivery. As a result of this effort, the HRS office in LM-107 became a

central location for applicants and staff members to receive accurate information about the application and benefits processes. The redesigned LM-107 work space will be fully implemented in calendar year 2004. At the same time, the HRS office in LM-636 now provides a confidential setting for retirement counseling.

Worklife Services revised the first-day employee in-processing and orientation program, substantially improving the quality and expanding the amount of information provided to new staff members in areas such as benefits, compensation, organizational structure, mission, and security. Service units are now using this expanded program as a foundation to complement their own orientation efforts for new employees.

Official personnel folders (OPFs) are now accounted for through an automated tracking system. Hundreds of inactive OPFs were forwarded to the National Records Center for appropriate records storage.

Worklife Services is implementing WebTA, a collection of applications permitting time and attendance (T&A) data to be entered, verified, certified, and collected for transmission to the National Finance Center (NFC) Payroll/Personnel System. WebTA allows exception-based T&A processing and thus can streamline an otherwise labor-intensive activity. As of September 30, 2003, WebTA was fully operational in all areas of HRS and Information Technology Services, with additional Library rollouts planned for fiscal 2004.

The Worklife Services staff also developed and distributed an *Employee Reference Guide*, helped implement an unprecedented retroactive pay raise for all Library employees, eliminated the backlog of personnel security clearances, improved the unemployment program to ensure that inquiries were responded to within two days of receipt, and managed the Flexible Spending Account and Transit Subsidy programs.

Office of Strategic Planning and Automation

The Office of Strategic Planning and Automation ensures that the Library's human resources plans, programs, and systems are aligned with the institution's strategic goals and objectives. The office also conducts workforce transition plans to identify current and future required skill sets, and it assists Library offices in succession and workforce planning initiatives. In addition, it identifies and implements electronic solutions to human resources needs.

At the request of the Library's chief of staff in April 2003, the Office of Strategic Planning and Automation prepared and issued a major Library publication, *Library of Congress Workforce Progress and Challenges*. This report, which was distributed to key members of Congress and congressional committees, described the progress the Library has made and the challenges it still faces in building a workforce for the twenty-first

century. The publication covered numerous important topics, including a demographic profile of the Library's permanent workforce, strategic planning for human resources, training and development, and professional development and cultural enrichment opportunities for staff members. The report also provided an effective vehicle for informing Congress about the Library's strong commitment to workforce diversity.

Office personnel directed a Senior Level Executive System Workgroup to evaluate the Library's senior executive program and to consider improving how managers are identified, developed, and rewarded. In April 2003, the workgroup completed its report and presented the Executive Committee with a set of fourteen recommendations in the areas of communications, training and development, performance management, selection and candidate development, compensation, and regulatory revisions. The Executive Committee approved the recommendations and requested that the workgroup develop a set of implementation time lines. Those time lines were to be presented to the Executive Committee in December 2003.

Strategic Planning and Automation also identified a software tool that will meet the Library's needs for measuring workforce skills and skill gaps. The tool, developed by the Nuclear Regulatory Commission and provided to the Library without cost, will allow service units to determine what skills employees currently have and where critical skill shortages exist. The resulting information can be used for recruitment and employee development. A pilot will commence in fiscal 2004.

The office also supported the director for HRS in her role as chair of the Performance Review Board (PRB). In that capacity, the director ensured that all senior-level employees received fair and timely performance appraisals, plus prompt pay adjustments and performance awards. Office activities included monitoring executive orders on annual pay adjustments for senior executives, recommending Librarian concurrence of the presidential decision, informing NFC and senior executives of the Librarian's decision, revising the senior executive pay table, canvassing the PRB on the proposed formula for performance-based pay adjustments and guidelines on performance awards, informing the Librarian of the PRB's recommendations, canvassing the PRB on the performance appraisal schedule, informing the Executive Committee, calculating the monetary value of senior-level appraisals, and applying those values to the database to coincide with the senior-level regulation requirements.

Strategic Planning and Automation developed an online alert system, LC Events, to inform Library staff members about important employee issues (e.g., benefits open seasons, transit subsidy updates, retirement planning classes, conferences, and presentations). During the period of October 31–November 6, 2002, 1,117 Library employees participated

in the LC Events online survey. This total represented 26 percent of the Library's workforce. Nearly nine out of ten respondents indicated that LC Events helped keep them informed about Library activities each week. In the survey's comments section, many respondents lauded LC Events as an accurate, timely, and effective communications tool.

During the spring of 2003, the HRS Management Team identified the core program objectives and high-level business and functional requirements that were to be achieved through a fully integrated and comprehensive Web-based Human Resources Information System (HRIS). This system will provide Library managers and staff members with accurate, secure, direct, and immediate access to human resources records, data, and information so that they can support timely decision making and action in critical areas, including position management and classification, recruitment and staffing, personnel action administration, labor-management and employee relations, and performance management. In the summer of 2003, HRS took a significant step toward accomplishing the HRIS by entering an interagency agreement with the U.S. Department of Agriculture (USDA). The agreement ensures Library access to USDA's PeopleSoft Web-enabled human resources system. USDA and Strategic Planning and Automation will implement the foundational elements of HRIS, including processing of personnel action recommendations, during fiscal 2004.

INTEGRATED SUPPORT SERVICES

During fiscal 2003, Integrated Support Services (ISS) managed contracts for millions of dollars in goods and services for the Library; provided printing, graphics, transportation, postal, freight, parking, facility operations, and logistics services support to the Library's service and support units; and ensured the health and safety of Library staff members through the work of the Safety Services Office and the Health Services Office. ISS staff members completed several major renovations and numerous smaller design projects, and they provided expertise and consultation in planning for the National Audio-Visual Conservation Center in Culpeper, Virginia, plus the planned book storage facilities at the Library's Fort Meade, Maryland, campus.

In January 2003, responsibility for managing contracts for goods and services moved from ISS to the newly established Contracts and Grants Management Office. The Library's Office of Security (now the Office of Security and Emergency Preparedness) assumed responsibility for the Library's emergency management program, including oversight of the Library's Emergency Management Team. Those functions were previously handled by ISS.

ISS continued to support the Computers for Learning program, established by Executive Order 12999 to ensure that all American children have the skills they need to succeed in the information-intensive twenty-first century. To that end, the ISS automation team checked the Library's surplus computers for operational capability and cleaned their hard drives; the logistics staff handled storage and shipment to educational institutions. In fiscal 2003, the Library donated 752 computer systems—valued at more than \$1,091,000—to thirty-six schools nationwide.

After the ISS director resigned from the Library in May, an acting director was appointed. The Deputy Librarian of Congress became the Library's designated agency safety and health official. ISS continued to be responsible for the day-to-day operation of the Library's health and safety programs.

Directorate Office

In fiscal 2003, ISS managed an annual budget of \$25.6 million that included funding for ISS offices, space rental, Madison Building modernization, and the mail facility.

The ISS Directorate Office continued to manage the Library's parking program in fiscal 2003. The office received and processed 1,700 parking applications, which accommodated 5,184 people, for eight different work shifts. Typically within an hour of the request, it also accommodated 3,000 official guest and visitor requests for parking at the Jefferson Building's West Front Drive, thus maintaining same-day confirmation response.

The directorate's Automation Team continued to manage personal computer (PC) hardware and software needs, network connectivity, and telecommunications issues, including maintenance and troubleshooting for all PCs. In fiscal 2003, new printers were ordered and are being installed in place of older models. A trained Web master on the Automation Team continued editing and updating the ISS Web site, which is available Library-wide on the Library's staff Web page.

Facility Services

Facility Services is responsible for coordinating all space utilization, maintenance, relocation, renovation, new construction, and public programs within the Library's facilities, including its three Capitol Hill buildings and the Little Scholars Child Development Center on East Capitol Street (totaling more than 4 million square feet). It also oversees an additional 4 million square feet of leased facility space in the Washington metropolitan area (Landover, Maryland, and Taylor Street in D.C.); at the Wright-Patterson Air Force Base Film Storage Facility in Dayton, Ohio; and at the Library's Records Retention Center in Boyers, Pennsylvania.

During fiscal 2003, the facility managers continued to oversee the Library's high-profile, multimillion-dollar food service contract, plus the Library's trash removal and custodial contracts. Under the food service contract, approximately 3,300 patrons were fed daily in four commercial food facilities (cafeteria and Montpelier Room in the Madison Building, plus two snack bars: one each in the Madison and Adams Buildings). More than 2,950 tons of refuse were removed from the Library's Capitol Hill facilities and the Little Scholars Child Development Center under the trash removal contract, and more than 3 million square feet of space were kept clean by means of the custodial contract.

Staff members of the Facility Design and Construction (FD&C) Section processed 1,600 requests for service, 275 purchase requisitions, and ninety-five ergonomic evaluation reports on behalf of the Library's service and support units. During the year, the FD&C staff completed various projects ranging from office renovations and redesigns to furniture, carpeting, and workstation purchase and replacement. Installation of several projects designed in previous years for Library Services included ergonomic upgrades of the European and Latin American Acquisitions Division, the Anglo-American Acquisitions Division, and the Prints and Photographs Division. As part of a project to replace furniture in the Madison Building, FD&C designed and purchased 253 ergonomic workstations to use Library-wide. Scores of smaller space-related projects were completed on behalf of all service and support units throughout the Library.

Other major accomplishments included design and procurement for relocation of Library Services Digital Futures to the fifth floor of the Adams Building, plans for spaces affected by the tunnel connection to the Capitol Visitor Center, and restoration of the Poetry Office in the Jefferson Building.

The Public Programs Services staff supported a total of 2,095 public and staff events, including 51 events sponsored by the Office of the Librarian; 139 congressional events; and 1,905 other Library events, including meetings, seminars, and conferences—an increase of more than 10 percent over last year's figures. Support included event and room scheduling, location setup, food service, catering, provision of equipment, and other logistical support essential for successful events. Public Program Services, in conjunction with the Budget Office, instituted a reimbursable fund that is used to charge outside groups for their use of Library space and services.

Logistics Section

The Logistics Section accounts for and ensures proper use and disposal of more than 100,000 line items of Library property valued at more than \$325 million. It manages a reimbursable supply operation so the Library can buy commonly used office supplies in

bulk to take advantage of volume discounts. The section also manages a walk-in supply store in the Madison Building for all service and support units. In fiscal 2003, this operation filled 2,180 requisitions with total sales of more than \$815,000.

The receiving and warehousing operations staff manages an 85,000-square-foot warehouse operation in Landover, Maryland. It is also responsible for the receipt, storage, and delivery of materials and supplies destined for the Library's Capitol Hill buildings, as well as the pickup, recycling, and disposal of surplus property. In fiscal 2003, this staff picked up and delivered more than 27,412 items of furniture and equipment, an increase of 130 percent over the number transported the previous fiscal year.

The Logistics Section worked with the Architect of the Capitol to develop initial program requirements for the design of a planned 153,000-square-foot warehouse at Fort Meade to replace the current leased warehouse facility at Landover, Maryland.

The Logistics Section coordinated and supported the Computers for Learning program by publicizing the program, receiving and processing the requests, storing equipment, shipping it to educational institutions, and maintaining the records.

Office Systems Services

Office Systems Services strived to meet the printing, postal, freight, transportation, and records management needs of the Library. The division continued to represent the Library on the Joint Mail Management Task Force, which is charged with implementing new protocols related to mail delivery and distribution on Capitol Hill, changes necessitated by the October 2001 anthrax attacks. Library staff members and contractors completed clearing the enormous backlog of quarantined mail, plus reducing the testing and processing time of incoming mail for the Capitol Hill complex that includes the Library. In addition to maintaining a large off-site location that was established in fiscal 2002 for receiving and testing all incoming mail and packages for the Library and the House, plus all packages for the Senate, the task force established an additional smaller facility on Capitol Hill—with similar controls—for commercial courier deliveries.

The Printing Management Section supported the Library's printing needs by providing composition, proofreading, graphics, and printing work for posters, reports, brochures, and calendars for major Library exhibitions, special events, and other Library programs such as the National Book Festival, Veterans History Project, and Madison Council functions.

The Mail and Distribution Management Section continued to archive two copies of all Library of Congress publications. In fiscal 2003, the Library collaborated with the House of Representatives to contract jointly for all internal mail delivery and freight functions, including the Madison Building's loading dock.

The Transportation Services Unit continued to provide transportation services to Library of Congress officials, special guests including First Lady Laura Bush and other White House officials who attended the National Book Festival, and staff members. The unit also picked up and delivered materials for the Library, and it provided daily shuttle service to the Library annexes and to the State Department for confidential mail and telegrams coming to the Library.

The Records Management Unit responded to records management inquiries from Library divisions and congressional offices regarding records scheduling, subject file classifications, and disposition. The office responded to thirty-eight Freedom of Information Act requests within ten days and processed more than 300 requests to reprint forms. The unit continued to provide technical support on its electronic forms pilot program, as well as to electronically revise and design new forms. The unit processed more than 6,000 cubic feet of temporary records that were moved to an off-site location as part of the post-9/11 security protocols.

The Correspondence Control Unit cleared a six-month backlog of the Librarian's correspondence, a delay that resulted from the anthrax attack on Capitol Hill. The unit continued to scan, classify, and route the Librarian's correspondence electronically using the ccmMercury software system. Hard-copy original documents are archived in the unit. In fiscal 2003, the unit also provided technical assistance and expert advice to other Library offices that are now using the ccmMercury correspondence tracking system.

Safety Services Office

The Safety Services Office requested and received special funding from Congress in fiscal 2003 to modernize the Library's safety services operations. The funding supports two additional professional staff positions, plus planning and implementation by the Library of a comprehensive Library-wide program of safety training.

The office initiated and teamed with the Library's Information Technology Services to develop an automated tracking system as part of a Hazard Abatement Program. Staff members will use it to record in a database those hazards identified in the workplace and to track them until corrective action is complete. Design and initial testing were completed in fiscal 2003, and the program is scheduled for start-up in fiscal 2004.

The Library completed the fiscal year with a lost-time injury rate of 0.6 injuries per 200,000 hours worked, thereby scoring better than the projected rate of 1.4 injuries. By comparison, according to the latest data available from the Bureau of Labor Statistics, other libraries and museums have, on average, more than twice as many lost-time mishaps annually. The total workforce of the federal government has, on average, nearly three times as many lost-time accidents per year.

Safety Services initiated a new series of Safety Services directives that provide requirements and guidelines for implementing national safety standards at the Library. Four initial directives were drafted to address administration, life safety, ergonomics, and forklift operation. The division supported the Office of the General Counsel by participating in meetings and negotiations, as well as by drafting written replies, for matters raised by the congressional Office of Compliance.

The division partnered with the Architect of the Capitol to provide the Library with design reviews on building construction projects that will ensure that the buildings meet current regulatory fire and life safety requirements. The reviews include the collections storage facility at Fort Meade for books in Modules 2 through 5 and the campus fire loop main tank and water tank, the Copyright Office's deposit facility and the logistics warehouse, and the Capitol Visitor Center tunnel. For the National Audio-Visual Conservation Center in Culpeper, Virginia, the division staff reviewed and commented on construction drawings, consulted on alternate fire extinguishing devices, prepared a statement of work for carrying out a hazard and operability study, and provided advice on the facility's operation and maintenance plan.

The division provided fire and life safety reviews, professional engineering advice, and safety management services for the design and construction of the Capitol Hill perimeter security, for the Police Communications Center, for the rehabilitation and modernization of the Madison Building's atrium, for the modification of the Madison Building's loading dock, and for elevator safety and evacuation upgrades. In addition, the office reviewed and approved the safety aspects of more than 150 of the Facility Design and Construction Section's space modification projects and more than 1,500 requests for service for all Library service and support units.

For the Library, Safety Services coordinated an ergonomics program that provided comprehensive ergonomic consultations to 221 Library employees and assisted in the design of workstations and the purchase of equipment as part of the Madison Building workstation replacement project. The office also conducted objective testing and recommendations regarding the continuation of smoking in Library of Congress designated areas.

In cooperation with the Library's Joint Labor Management Health and Safety Committee, Safety Services completed an annual safety audit of more than 4 million square feet of office, collection, and assembly space in Library buildings. Hazard reports were sent to the units responsible for corrective action. Safety Services and committee members jointly conducted two comprehensive audits of the cellulose-nitrate film vaults at Wright-Patterson Air Force Base in Dayton, Ohio.

Health Services Office

As the first responders to medical emergencies in the Library, the Health Services Office (HSO) staff provided acute and emergency treatment to approximately 8,830 staff members and visitors during fiscal 2003, including 3,035 blood pressure monitorings. The medical staff also responded to seventy-six medical emergencies, thirty-three of which were life threatening. The allergy clinic administered 1,975 on-site immunotherapies, 2,154 influenza vaccinations, and 25 pneumococcal pneumonia vaccinations. HSO conducted staff health screenings for diseases such as diabetes and prostate, ovarian, or breast cancer. As part of its health promotion program, HSO sponsored several major health forums for Library staff members on topics such as glaucoma, depression, nutrition, and long-term care. HSO also coordinated a three-day wellness fair that featured four interactive programs and access to twenty-five vendors of health-related services and products.

HSO trained all 144 Library police officers, all 7 medical staff members, and 131 non-medical staff members in administering CPR and using automatic external defibrillators (AED) to support its Public Access Defibrillator (PAD) program. The program was established in fiscal 2002 in compliance with the Cardiac Arrest Survival Act and Rural Access to Emergency Devices Act, which are components of the Public Health Improvement Act of 2000. The Library's PAD program is among the largest in government and is currently the only such program in the legislative branch. In every restroom of the Library's Capitol Hill buildings, HSO placed 150 posters that were designed by a staff senior nurse practitioner and that emphasized the public health benefits of hand washing. Also in support of public health, HSO hosted twelve blood donation drives. The Red Cross Bloodmobile drew 568 donors and yielded 438 productive units—enough to potentially save 1,314 lives.

During the year, HSO managed the Workers Compensation Program. The office processed ninety-two reportable injury and thirteen illness claims, logged twenty-three occupational repetitive motion complaints, and counseled more than 285 individuals with prospective injury complaints. Four workers were returned to the active workforce rolls, and two people retired, reducing the Library's salary compensation costs by \$103,000.

HSO continued to respond to concerns expressed about handling irradiated mail, a residual effect of the October 2001 anthrax attacks through the mail. Analysis of data gathered in fiscal 2002 from the risk-assessment study of the effects on staff members of handling irradiated mail identified no harmful substances in the mail. Emergency protocols were invoked twice during the year. HSO provided packets and before-and-after travel consultation to fifty-six staff members who traveled to Toronto, Canada, for a meeting of the American Library Association after the SARS (Severe Acute Respiratory Syndrome) epidemic had been reported there. HSO was quarantined for several hours on one day

after six employees reported to the office with acute itching following contact with an unidentified black powder in one of the Library's restrooms. Those incidents served as useful tests of the Library's capabilities for medical emergency preparedness.

OFFICE OF WORKFORCE DIVERSITY

The Office of Workforce Diversity (OWD) was established as part of the reorganization of the Library's human resources management functions. The new office was established to consolidate and maximize operating efficiencies of key workforce diversity activities at the Library, including affirmative action and special programs, alternative dispute resolution, and processing of equal employment opportunity (EEO) complaints. The reorganization placed this new office in a direct line of reporting to the Office of the Librarian, thus giving it the authority, independence, and neutrality needed to establish much-needed credibility with the Library's workforce. A new director for workforce diversity was appointed this fiscal year. Among his first initiatives was the reestablishment of the Diversity Advisory Council in March 2003 with a two-day workshop that was attended by members of the Library's Executive Committee, among others.

The OWD's component offices implemented a wide range of programs and services during the year in support of the Library's goal of promoting EEO for all employees and applicants for employment—regardless of their race, color, religion, sex, national origin, age, disability, or sexual orientation. The programs designed and implemented by OWD enhanced the Library's commitment to promote cultural and workforce diversity in all aspects of the Library's operations.

Affirmative Action and Special Programs Office

The Affirmative Action and Special Programs Office (AASPO), a component office of the newly established OWD, continued to direct the Library's multifaceted efforts to increase the participation of minorities, women, and people with disabilities in all Library programs and activities.

During the fiscal year, Multi-Year Affirmative Employment Program Plan (MYAEPP) continued negotiations with the labor organizations. MYAEPP provides direction to the Library's programs that are aimed at cultural and workforce diversity; provides guidelines for developing policies and programs to increase the participation of underrepresented groups in all aspects of the Library's operations and activities; provides direction and support for research and evaluation of policies, practices, and procedures that may have an effect on the full participation of those groups; and promotes internal and external outreach activities to identify, recruit, and employ those populations.

AASPO's staff continued to conduct affirmative action reviews of the applicant pool for all vacancy announcements. The reviews are an important element in monitoring the hiring process at the Library to ensure fairness and nondiscrimination. Affirmative action reviews take place at different stages of the hiring process and are intended to monitor and ensure the integrity of the hiring process.

AASPO continued to administer the Affirmative Action Intern Program. The program has helped Library staff members who are in clerical or technical positions so they can advance to permanent administrative or professional positions leading to the GS-11 or GS-12 level. The program includes intensive on-the-job training, formal course work, professional development plans, mentors, and sponsored seminars and training courses. In September 2003, twelve staff members were selected for the sixth Affirmative Action Intern Program. The interns received a one-week orientation before reporting to their respective service units on September 22, 2003, so they could begin the two-year professional development program.

Forty-two Library staff members received awards under the Fiscal 2003 Affirmative Action Tuition Support Program. Each award carried a stipend of up to \$2,000 toward payment of tuition, books, and other fees related to self-development training. This program provides an opportunity for Library staff members to gain additional education and training that will help them compete for positions in targeted job series, such as social science analyst, economist, information technology specialist, administrative officer, copyright examiner, and librarian.

The Disability Employment Program and the Interpreting Services Program (ISP) provide services for employees and patrons of Library programs. Enhancements for fiscal 2003 included emergency evacuation planning for occupants with disabilities in consultation with the Smithsonian Institution and the Kennedy Center, upgraded training on emergency pagers for employees who are deaf, a nationally recognized mentorship program for high school seniors who are deaf, accessibility design recommendations for the Pickford Theater renovation, training and certification to have a docent who is deaf lead Library tours, and in-house captioning of Library video programs. In addition, the Library became a model of universal access at the second National Book Festival by providing eighteen sign language interpreters, portable assistive listening devices, accessible walkways and golf carts, personal assistants, and programs in braille and large print. The Library continued to provide daily interpreting services for employees and patrons through the ISP, which logged 1,571 hours of interpreting services during the fiscal year.

Among the pilot projects that were introduced in fiscal 2003 were the following: a central automated server to replace outmoded teletypewriters for the deaf; an Assistive Technology Demonstration Center to showcase and test accommodations for ergonomic,

visual, auditory, cognitive, and manual dexterity needs; tests of a Webcam intranet system for remote interpreting services; and upgraded closed-circuit television magnification systems for employee workstations and Library research centers. Initial design and pilot testing of those initiatives are being implemented with support from Library service units.

The Library employed eleven graduate students under the 2003 Presidential Management Intern Program. Ten were placed in the Congressional Research Service (CRS) and one in Human Resources Services. An additional ten undergraduate and graduate students worked at the Library on a volunteer basis under the 2003 Student Academic Intern Program.

During fiscal 2003, AASPO launched the use of the Visual Powerfiles for the EEO automated data analysis system. This automated system will allow AASPO to produce numerous workforce profile and narrative analysis reports in an accurate and timely manner. AASPO will also be able to respond effectively and efficiently to data requests and queries from multiple sources, including Library service units, labor organizations, and congressional offices.

AASPO continued to develop and implement a number of highly visible cultural awareness programs to promote the important contribution of women and minorities. No fewer than forty cultural events were sponsored by the OWD during the year, including an impressive array of keynote speakers for the Library's celebration of African American Heritage Month, Women's History Month, Asian Pacific American Heritage Month, and Hispanic Heritage Month. Those programs celebrate the unparalleled ethnic and cultural diversity of the Library's staff and its collections.

The Library's Federal Women's Program continued to provide educational programs to highlight the contributions of women in the workplace and to heighten awareness of numerous women's issues. During the fiscal year, the acting Federal Women's Program manager chaired the Library's Advisory Council on Women's Issues and represented the Library at the Federally Employed Women's Thirty-fourth National Training Program.

Under the 2002–2003 Work-Study Program, thirty local high school students worked at the Library under the paid portion of the program, and fifteen students worked as volunteers. An additional twenty-nine high school students joined the Library's paid workforce under the 2003–2004 Work-Study Program.

Under the Summer 2003 National Internship Program of the Hispanic Association of Colleges and Universities (HACU), nine undergraduate and graduate students worked at the Library. Seven were employed in CRS and two in OWD. Under HACU's internship program in fall 2003, two students worked at the Library: one in CRS and one in OWD.

Dispute Resolution Center

In its twelfth year of operation, the Dispute Resolution Center (DRC) continued its mission to provide a nonadversarial forum for Library staff members to address workplace concerns. The DRC operated under three negotiated agreements for bargaining unit employees (CREA, AFSCME Locals 2910 and 2477) and under the Library of Congress Regulation 2020-7 for non-bargaining unit members.

The DRC received fifty-five new cases during fiscal 2003 and closed out fifty-seven disputes. Forty-eight of the closures were resolved (an 84 percent settlement rate). Of the nine cases that were closed and not resolved, three were sent to the Labor Relations Office, five were forwarded to the Equal Employment Opportunity Complaints Office (EEOCO), and one was processed through the DRC panel. As of September 30, 2003, the office had an active caseload of twelve disputes.

In fiscal 2003, the DRC continued to offer extensive consultation services. The conveners met with the Library's staff to explore various ways to resolve workplace problems. The conveners recorded 721 consultations with supervisors, employees, and labor representatives. Hundreds of Library employees left the DRC with solutions to problems and without filing official cases in the Labor Relations Office, EEOCO, or Dispute Resolution Center.

The DRC staff worked with an Information Technology Services specialist during the fiscal year to develop a dispute tracking system (REMEDY). This automated system is designed to perform quick and accurate statistical analyses of DRC cases and consultations. In fiscal 2003, the prototype of the dispute tracking system was installed on computers in the DRC's office. The conveners beta tested the system during the latter part of the fiscal year. It is expected to be fully operational in early fiscal 2004.

In fiscal 2003, a convener designed and presented a dispute resolution training class that had previously been taught by outside contractors. The two-day course was held in May and August 2003. The class focused on basic mediation and communication skills and received high praise from all the participants. The same convener also gave a conflict resolution briefing to participants in the Library's Affirmative Action Intern Program.

All DRC staff members worked on developing standard operating procedures for the office, including joint standard operating procedures with the Equal Employment Opportunity Complaints Office. One of the conveners served on the Library's Telework Working Group and on the planning committees for the Hispanic Heritage Month and Women's History Month. This convener also served as the Office of Workforce Diversity's emergency coordinator and the backup manager for the Disability Program.

Equal Employment Opportunity Complaints Office

The EEOCO continued to process discrimination complaints to ensure administration of the Library's EEO program in accordance with federal statutes, Library regulations, and policies.

The EEOCO was significantly affected by a reorganization in the Office of the Librarian in fiscal 2003. As a result of the reorganization, EEOCO's reporting line of authority was changed from Human Resources Services to the Office of the Librarian. This change was intended to improve the overall efficiency and productivity of the EEOCO. It also was intended to provide greater independence, authority, and neutrality for the office, thus enhancing its credibility among the Library's workforce.

Fiscal 2002 ended with a total caseload of 183 cases. During fiscal 2003, EEOCO received 46 new cases, bringing the total workload to 229 cases. Of those, 112 were resolved. At the end of fiscal 2003, EEOCO had a total caseload of 117 cases, a significant drop from the previous fiscal year. Of the 117 cases, 69 were informal and 48 were formal complaints.

During fiscal 2003, EEOCO launched two major initiatives. One involved the contracting out of active, open cases at all levels to private EEO vendors so it could clear up a backlog of pending cases. The other involved installing the Visual Powerfiles for the EEO automated case tracking system. The new system will enable EEOCO to query numerous statistical and trends analyses and to produce reports about individual case statuses on a moment's notice. It will also enable EEOCO to operate more effectively and efficiently when tracking the status of complaints at various levels. Staff members have received the necessary training to efficiently operate the Visual Powerfiles for the EEO system, which is now operational. The EEOCO has acquired the services of a contractor to transfer all relevant data for 117 active complaints into its Visual Powerfiles for the EEO system.

EEOCO and the Office of the General Counsel have drafted a revised LCR 2010-3.1, which is titled Resolution of Problems, Complaints, and Charges of Discrimination in Library Employment and Staff Relations Under the Equal Employment Opportunity Program. The revision is consistent with 29 CFR 1614 (Equal Employment Opportunity Commission's Regulations). The revised regulation will enable EEOCO to operate more efficiently and timely. The draft regulation is expected to be ready for union negotiations by the end of calendar year 2003.

CONTRACTS AND GRANTS MANAGEMENT OFFICE

The Library's Contracts Division was realigned in fiscal 2003, thereby establishing the Contracts and Grants Management Office within the Office of the Deputy Librarian

of Congress. This organization serves as the principal adviser to the Librarian, Deputy Librarian, and program and support units on contracts and grants management policy and administration.

In fiscal 2003, the Contracts Operations section, which supports internal Library service units, completed more than 4,508 contractual actions—valued at approximately \$149 million—for supplies, services, and equipment. Of those, 3,506 actions (77 percent) were for simplified procurement (under \$100,000), 480 actions (11 percent) were for large contracts valued at \$100,000 or more, and 522 actions (12 percent) were for contract closeout activities the prior year.

FEDLINK completed approximately 3,500 interagency contractual actions during fiscal year 2003—valued at more than \$93.2 million. It also completed more than 2,500 prior-year contract modifications in support of federal programs. Additionally, the FEDLINK contracts team established more than ninety multiagency contractual vehicles, including more than fifty new contracts dealing with indefinite delivery–indefinite quantity (IDIQ) in which the program’s administrative fees are paid by vendors rather than by FEDLINK customers.

A number of acquisition reforms were realized during the fiscal year, including greater use of the government purchase card; more extensive use of existing government contracts and schedules, such as General Services Administration (GSA) and National Aeronautics and Space Administration (NASA) schedules; and commercial contracting methods to meet most requirements. Those reforms were instrumental in the success realized in meeting a relatively large surge of work toward the end of the year. The FEDLINK contracts unit successfully tested the use of indefinite-quantity contracts, which provide customers with more flexibility and a quicker response time.

The Library’s purchase card program saw significant growth throughout fiscal 2003 after a Library-wide policy mandated the use of the purchase card for supplies and services under the micropurchase threshold (currently \$2,500). During fiscal 2003, the number of cardholders increased by approximately 40 percent over fiscal 2002. Because of the increased use of purchase cards, the office provided training for new cardholders and approving officials and will offer training as more new cardholders are appointed. A revised purchase card manual was prepared and distributed to all service unit heads, approving officials, and cardholders. During the year, more than 6,500 transactions totaling \$3.8 million were made using the purchase card.

With the assistance of GSA, the Library awarded a \$34 million contract on behalf of the chief financial officer for an integrated financial management and procurement system. The Contracts and Grants Management Office renewed the Law Library’s

Mega Contract. This contract instrument has proved to be effective in giving the Library the ability to effect speedy awards for projects at economical prices. During the fiscal year, more Library offices joined the Law Library and CRS in using this type of contract. The Collections Management Division issued the largest task order to date, totaling \$1.5 million.

A contract was awarded to provide the Motion Picture, Broadcasting, and Recorded Sound Division with a state-of-the-art digital scanner that is for paper print and will allow for a digital-to-film restoration chain at the Motion Picture Conservation Center in Dayton, Ohio. The paper print collection consists of early motion pictures that are printed on positive photographic paper. This scanner gives the Library the capability to restore the archive.

Among many other contracts awarded during the fiscal year were contracts that supported the National Book Festival; the *Lewis & Clark* exhibition; the *Winston Churchill* exhibition; exhibitions about Robert Blackburn, the Wright Brothers, and Russian photographs; the traveling exhibits about Charles and Ray Eames and Sigmund Freud; and revisions to the *Bob Hope*, *World Treasures*, and *American Treasures* exhibits. Also awarded was a contract that provided for shipping the Prokudin-Gorskii exhibit to Moscow at a significant savings by substituting DVD technology for computer-based graphic displays.

Contracting officer technical representative (COTR) training was successful in providing COTRs with an understanding of the contracting process, the general requirements and methods for performing contract oversight and management, and the duties and responsibilities of the COTR. This training is provided in tandem with the Office of the Inspector General and the Office of the General Counsel. Eighty COTRs were trained during the fiscal year.

OPERATIONS MANAGEMENT AND TRAINING

The Operations Management and Training (OMT) Office was created in fiscal 2003 to support the Deputy Librarian in his role as chief operating officer. Specifically, the function of the OMT is to enhance the Librarian's ability to improve planning, implementation, and communication Library-wide and to use the best practices and business management skills that will enhance Library management, operational analysis, service delivery systems, and the reengineering of the Library's training program.

The Library of Congress Internal University (LCIU) completed its sixth year of providing training programs and services to Library management and staff members. During the fiscal year, the LCIU was realigned within the Operations Management and Training

Office to help facilitate discussions, conduct needs assessments, and participate in strategic planning for the creation of a new Library-wide learning program.

In fiscal 2003, the LCIU continued to serve as a resource and broker for Library managers and staff members by arranging for specialized training needs and by promoting self-paced learning for all Library employees through its Learning Support Center. Use of the center increased 300 percent over the previous year. The LCIU worked closely with Human Resources Services and a performance management consultant to establish a performance management training module and to reestablish the administrative management training module for managers and supervisors.

In support of the Office of Security's initiative to train employees in safety procedures and readiness, the LCIU coordinated 100 sessions that trained more than 3,016 staff members in emergency preparedness. The sessions covered Quick Hood Respirator Training, Basic Evacuation Team Training, Evacuation Stair Chair Training, Incident System Command Training, and Heartsaver AED/CPR Training.

As part of a task force, the LCIU began work on the design and implementation of Pathlore LMS Classroom 5.5, a Web-enabled software package that will accommodate Library-wide registration, notification, and evaluation of training. The Pathlore software is expected to be fully operational in February 2004.

The LCIU continued to subsidize the Library's mentorship program. This program provides staff members with an opportunity to enhance personal and professional development through training, self-evaluation, and one-on-one coaching by a mentor. During fiscal 2003, the Mentoring Program matched thirty-nine mentor-mentoree pairs.



OFFICE OF STRATEGIC INITIATIVES

ESTABLISHED IN FISCAL 2001, the Office of Strategic Initiatives (OSI) provides oversight for Library-wide digital initiatives, and it leads the national program to build a preservation network and infrastructure for the nation's important digital assets.

OSI consists of Information Technology Services (ITS), which supports the technology needs of the Library and the specific goals and programs of OSI; the Directorate for Digital Resource Management and Planning; and the Digital Initiative offices, which were established to oversee the life-cycle management of the Library's digital assets and the implementation of Library-wide digital initiatives. OSI works with other units of the Library, as well as with external partners and other institutions.

In fiscal 2003, OSI's major focus was continued planning for the National Digital Information Infrastructure and Preservation Program (NDIIPP). The program is funded by a fiscal 2001 appropriation of \$99.8 million from the U.S. Congress, which asked the Library to lead this nationwide effort "in collaboration with other federal and nonfederal entities." NDIIPP goals are as follows:

- To encourage shared responsibility among many institutions and organizations for the collection, storage, and preservation of digital content
- To seek national solutions for the continuing collection, selection, and organization of historically significant cultural materials, regardless of evolving formats
- To ensure the long-term storage, preservation, and authenticity of those collections
- To work toward persistent, rights-protected access for the public to the digital heritage of the American people

In October 2002, a plan titled "Preserving Our Digital Heritage: Plan for the National Digital Information Infrastructure and Preservation Program" was submitted to Congress for approval, which was received in December 2002. The plan, which was the result of

extensive fact-finding, planning, and consulting with a broad range of stakeholders, outlines the steps the Library will take as it leads the national effort to develop a digital preservation infrastructure that consists of a network of committed partners. The Library will also create the technical architecture to support long-term digital collection, storage, and preservation.

Concurrent with the plan's approval was the release of \$35 million to begin the program's next phase. In August 2003, as part of that phase, the NDIIPP issued an announcement seeking applications for projects that will advance this nationwide program. Those project applications will develop and test models for collecting digital materials, specifically those that are historically significant and are at risk of disappearing if they are not captured. Project applications were to be postmarked by November 12, 2003, and approximately four to six awards are to be made in February 2004. This first set of projects will focus on two major NDIIPP goals: (1) the selection and collection of at-risk and historically significant digital materials for which no analog equivalent exists, and (2) the development of a network of committed NDIIPP partners that have defined roles and responsibilities to support the long-term collection and preservation of digital content.

More information about the NDIIPP is available on the program's Web site at <<http://www.digitalpreservation.gov>>.

NATIONAL DIGITAL LIBRARY PROGRAM

During fiscal 2003, the National Digital Library (NDL) program continued to receive widespread praise as a provider of free, high-quality, and educationally valuable American cultural and historical resources on the Library's American Memory Web site.

More than 8.5 million items from the Library of Congress and other institutions were available online or in digital archives.

Digital conversion activities at the Library of Congress are the product of an integrated program coordinated by the Public Service Collections, the Area Studies Collections, and the Office of Strategic Initiatives in cooperation with other Library divisions and other repositories. At fiscal year's end, more than 8.5 million items from the Library of Congress and other institutions were available online or in digital archives.

Seven new collections of historical multimedia were added to the American Memory Web site during the fiscal year, bringing the total to 123. Seven existing collections were expanded by approximately 344,000 digital items. In addition, five new Library exhibitions were mounted on the Library's Web site by the ITS Digital Scan Center, and three continuing exhibitions were



With support from the Library of Congress/Ameritech Award, “The Chinese in California, 1850-1925” (above) features 8,000 images drawn from collections at the University of California–Berkeley and the California Historical Society. An online presentation (below) devoted to maps of Macao was added to Map Collections, 1500–2003, on the American Memory Web site.



updated. Forty-seven exhibitions are now available on the Library's Web site (see also Appendix G: Online Collections and Exhibitions).

One of the seven new American Memory collections this year was the result of a Library of Congress/Ameritech Award. The new collection brings to twenty-three the total number made available through this program and concludes the project. Beginning in 1997, the Library of Congress sponsored this three-year competition with a gift from the Ameritech Corporation to enable public, research, and academic libraries; museums; historical societies; and archival institutions (with the exception of federal institutions) to digitize American history collections and to make them available on the Library's American Memory Web site. Those digital collections complement and enhance the Library's online resources. Thirty-three institutions received \$1.75 million of support to digitize the twenty-three projects.

Collaborative Initiatives

Work continued on the expansion of the Global Gateway Web site, a portal to the Library's unparalleled international collections with links to information from other sources worldwide. Additions were made to existing projects, and new partners joined the collaborative effort.

The collaborative, Russian-American bilingual Web site known as Meeting of Frontiers now includes more than 330,000 digital images, with significant additions made during fiscal 2003 by the Library and its partner institutions. Library of Congress collections added to the site this year included the Kiowa Stories from the papers of West Point graduate and career military officer Hugh Lenox Scott, plus the Eleanor L. Pray Album. In 1892, Scott was assigned to Fort Sill, Oklahoma, and was given command of Troop L of the 7th Cavalry, an all-Indian unit comprising Kiowa, Comanche, and Apache. The Eleanor L. Pray Album features images from Vladivostok in 1899–1901 and the life of an American merchant family living in the city at that time.

Partners since 1999, the Russian State Library and the National Library of Russia contributed rare books, maps, and manuscripts to their already extensive collections of digitized materials on the Meeting of Frontiers site. Those additions included unpublished memoirs of Russian exiles in Siberia, Russian documentation about the Russo-Japanese War of 1904–1905, and the 1837 translation into Aleut of the Russian Orthodox catechism by Ioann Veniaminov (St. Innocent).

The latest additions to the Meeting of Frontiers site came from the State and University Library of Göttingen's extraordinary Asch collection. Created by Georg Thomas von Asch (1729–1807), a German who studied medicine at Göttingen and then

entered the Russian National Service, the collection is a comprehensive record of Russian expeditions to Siberia in the second half of the eighteenth century.

The Spanish-American bilingual site known as Parallel Histories: Spain, the United States, and the American Frontier grew with the addition of manuscripts digitized by the Mapfre Tavera Foundation for the National Library of Spain.

Working with the National Library of Brazil, the Library completed the first phase of a collaborative site called The United States and Brazil, Expanding Frontiers, Contrasting Culture.

The Library continued its collaborative digitization project with the Koninklijke Bibliotheek, the National Library of the Netherlands, to build the site known as The Atlantic World: America and the Netherlands, 1609 to the Present.

The Library participated in developing the International Children's Digital Library (ICDL), a cooperative project with the Internet Archive and the University of Maryland to build a Web site containing international literature for children. The Library selected and digitized approximately sixty children's books from its general, rare book, and special collections as its initial contribution to the site. The ICDL Web site, which can be found at <<http://www.icdlbooks.org>>, was launched November 20, 2002, at the Library of Congress in conjunction with the celebration of National Children's Book Week.

On September 10, 2002, the Library of Congress marked its first major digital acquisition of 9/11 materials by adding to its collection in the September 11 Digital Archive at <<http://www.911digitalarchive.org>>. The September 11 Digital Archive is a joint project of the City University of New York Graduate Center's American Social History Project and George Mason University's Center for History and New Media, two institutions that have explored digital history for more than a decade.

Educational Outreach

OSI continued to reach out to the education community through its electronic programs. Web sites such as America's Library, the Wise Guide (a joint project with the Public Affairs Office), Today in History, and the Learning Page provide educational materials to teachers and their students, as well as to the general public.

In fiscal 2003, redesign of the Learning Page Web site continued to enhance the user's experience. Nine new lesson plans, designed by educators who have participated in the Library's American Memory Fellows Program, were made available.

The Learning Page's immigration feature presentation continued to add major sections of content that demonstrate how various ethnic groups shaped America. A Community Center was implemented as an interactive section of the site. Eleven

discussion themes were introduced. In addition, eight interactive activities were created for teachers' use with their students, and seven Collection Connections were added to provide activities for using the Library's digital materials in the classroom. Learning Page staff members made presentations, led workshops, and demonstrated the Learning Page at various conferences nationwide.

America's Library continued to serve children and their families with new stories that are based on the collections of the Library and with new interactive activities for users of the site. The site has won numerous awards and is one of the most popular online offerings of the Library.

Launched in October 2002, the Wise Guide serves as a gateway to all of the Library's online initiatives by offering monthly articles that are based on those other Web offerings.

In fiscal 2003, the Adventure of the American Mind (AAM) program grew to include seventeen partners in five states. Created by Congress and implemented by the Library of Congress with the Educational and Research Consortium of the Western Carolinas, the program's goal is to bring the riches of the Library's online collections to students in the classroom by providing educators with the tools and training to integrate these primary sources into their teachings.

As a part of AAM, the Thomas Jefferson Summer Institute held its final session. Teachers who had recently completed the semester-long class at one of the partner universities participated in several workshops and tours at the Library of Congress and at Monticello, Thomas Jefferson's home. The experience allowed teachers to view firsthand many of the materials they have brought to their students through the American Memory Web site.

Several partners joined the AAM program in fiscal 2003. New program directors from Loyola University, DePaul University, Governor's State University, the Federation of Independent Illinois Colleges and Universities, and Southern Illinois University, Carbondale (all from Illinois); from the University of South Carolina in Spartanburg; from Brevard College in North Carolina; and from the Arlington, Alexandria, and Falls Church school systems in Virginia learned about the Library's vast digital resources at a two-day orientation as an introduction to the AAM program.

INFORMATION TECHNOLOGY SERVICES

ITS continued to provide a full range of technical support for the Library of Congress and its external customers in fiscal 2003. Activities ranged from planning and implementing the Alternate Computing Facility at an off-site facility to providing payroll and

Information Technology Services supports the CyberLC Web site, which offers the Library's audio and video Webcasts.



financial systems upgrades and maintenance, all facets of voice and data telecommunications support, and software application design.

Use of the Library's online computer resources increased while response times remained rapid. More than 2.6 billion transactions were recorded on all of the Library's computer systems, an increase of more than 0.5 billion over the previous year. To meet increasing demand for better access to the Library's Web content, ITS expanded the scope and customization options for the Library's Web site search engine, including better support for script other than Roman. ITS also developed the capability to produce more targeted and precise Web site statistics to assist Library staff members in analysis and promotion of Web site development and information retrieval.

Working with the OSI staff, ITS added seven new collections to the American Memory Web site and significantly upgraded seven existing collections (see also Appendix G: Online Collections and Exhibitions). ITS also supported the Open Archive Initiative and completed a major update for the Global Gateway's Meeting of Frontiers, a bilingual, multimedia English-Russian digital library. On the American Memory Web site, the Learning Page's Web pages on Mexican immigration were reengineered for the OSI Educational Outreach program. Use of the American Memory collections increased from 38.8 million transactions a month in fiscal 2002 to 46.9 million a month in fiscal 2003. America's Library logged an average of more than 15 million transactions a month—up from 13 million a month the previous fiscal year.

Besides creating new Web sites, ITS continued to be responsible for supporting existing sites and projects, including the Emergency Management Team Web site, the Ethics Web site of the Office of General Counsel, the Web site for CyberLC and Voice Systems videos, the live Webcasting for the Federal Library and Information Center, the

Congressional Research Service Web site, and the ITS Multimedia group Web site. The ITS Web site was revised to reflect new leadership and to streamline access to its many services.

ITS collaborated with Library Services on a number of initiatives, including the digital presentation titled *American Women: A Gateway to Library of Congress Resources for the Study of Women's History and Culture in the United States*. With Library Services, ITS collected six Web site archives and put into production the Library's hosted version of Web site archives for the Election 2002 collection. During this period, ITS and the Library Services' MINERVA team worked together on best practices for archive management and indexing. Other support of Library Services included a complete revision of the Electronic Cataloging in Publication system, production of volume 59 of the Handbook of Latin American Studies, reestablishment of Web sites for the *Quarterly Index to African Periodical Literature* and the Philippine Bibliography system, and establishment of two new collections for the Federal Research Division.

During this fiscal year, ITS planned and implemented three major improvements to ILS's performance and stability, as follows:

- ITS implemented the first major hardware upgrades to the ILS. ILS was migrated to new servers with no downtime for production users. Those upgrades provided significantly improved performance and capacity. The ITS staff recommended the hardware platforms, planned and scheduled the migration, and coordinated all testing.
- ITS also proposed, designed, and implemented a read-only copy of the primary ILS database, which allowed the Library to double the number of retrieval sessions available while ensuring that the staff production users continued to experience optimal performance.
- During the second half of the year, ITS analyzed and developed creative new solutions for bottlenecks caused by heavy use of two critical ILS retrieval tools: the keyword index and the Z39.50 protocol.

As a result of those improvements, the Library has greatly enhanced service for Web users of the ILS and has a more flexible and robust set of production servers.

A new ILS database was constructed for the National Library Service for the Blind and Physically Handicapped, and the inventory management system was established for the off-site book storage system at Fort Meade, Maryland.

For the Library's Global Legal Information Network system, ITS designed a creative upgrade solution to move the system to a newer version of Oracle. ITS replaced the

administrative module with an improved interface by using the rapid development capabilities of the REMEDY tool. This approach promoted repeatability and flexibility in the software development life cycle, while minimizing the risk of adverse effects on functionality.

ITS worked on several critical systems for the Copyright Office. The new Oracle-based COINS system for the Copyright Office went into production in early June. The new system replaces the twenty-five-year-old legacy system that was running on hardware and software no longer supported by the vendor.

The Copyright Imaging System (CIS) Team collaborated with users to develop, test, and field the new system. Delivered in August 2003, the new CIS includes technology improvements that compare well to the legacy system, which ran successfully for approximately twelve years. The new system has both client/server and Web-based components and was designed and built to use “open technology” (nonproprietary software). The legacy system used proprietary software and required costly maintenance support contracts. CIS uses state-of-the-art personal computers (PCs), scanners, and high-volume speed printers. It runs on ITS’s premier high-performance secure servers with 24/7 systems and database support. Because it is a Web-based system, more than 250 new (and authorized) Copyright Office users were able to access the new CIS from their existing PC systems by simply typing in the URL. The legacy CIS system allowed for fewer than thirty users who have single-purpose, dedicated workstations.

For the Copyright Office, the ITS staff took over the production operations support of CORDS, a prototype system designed and developed by a contractor for the program of electronic copyright deposit. ITS is planning to implement a new version of CORDS in fiscal 2004. It will use industry-standard software and life-cycle practices to ensure the viability and manageability of the processes.

The ITS staff continued its participation in the Copyright Office’s effort toward business processing reengineering. A team of ITS and Copyright Office staff members produced the “Glossary of Copyright Terms” in March 2003 for use by contractors and staff who work on the reengineering.

Requirements analysis for the correspondence control system (ccmMercury) continued during fiscal 2003. A charter was drafted to create a user group.

Both THOMAS and the Legislative Information System (LIS) were updated for the start of the 108th Congress in January 2003. Treaties and Nominations were added to THOMAS, and Bill Summary and Status was enhanced in both THOMAS and LIS. The

Both THOMAS and the Legislative Information System were updated for the start of the 108th Congress.

new Congressional Research Service (CRS) Products System was completed in March 2003 to allow congressional access to the most timely and relevant CRS products. A new release of Committee Reports was completed in March 2003, and CRS began using a new tracking and workflow system developed by ITS to create the Bill Digests. A new input path was established so the House Ways and Means Committee could send data from an external contractor and could integrate it into THOMAS and LIS. Approximately 3,600 e-mails to the THOMAS e-mail account were answered, usually on a same-day basis, and 850 thank you e-mails were received in return.

The Congressional Video Pilot Project was completed. ITS and CRS worked with the House Recording Studio and the House Networkers to complete the initial phase of this project. The pilot began in October 2002 with the submission of an order for the necessary hardware and software and for development of a data entry and retrieval capability. It concluded in June 2003 with the successful capture of a live broadcast. In addition to proving the technical feasibility of building and populating a digital video repository of House hearings, the project team identified the organizational requirements and underlying policies that should be in place before work begins on the design and operation of a production system.

The Multimedia Group satisfied an increasing demand for audio and video capture, plus the encoding, editing, and distributing. Support continued for regularly scheduled programs, including those sponsored by the Center for the Book. Examples include *Luminary Lectures @ Your Library*, the National Book Festival, Library poetry programs, *I Hear America Singing*, *Library of Congress Live*, FLICC/FEDLINK monthly meetings, and *LC's Digital Future and You!* Special productions incorporated scripting, still image digital manipulation, animation, videography, music, and nonlinear editing. Those productions included a presentation on the recently discovered first U.S. Senate Ledger, plus the coverage provided for a conference on Muslim women in Istanbul, Turkey, that was undertaken as part of the Library's long-standing support of the Fulbright Scholar program. The group produced a training video for the Veterans History Project for use by the public in completing oral history packets. Clips from this production have appeared on national news reports. In support of the Interpretive Programs Office, four multimedia programs were produced on the Library's collection of 9/11-related materials. Also worthy of note was the *Journeys and Crossings* series produced for the Public Service Collections Directorate.

On the infrastructure side, a number of initiatives were launched to improve service delivery. Several new voice telecommunications projects were undertaken in fiscal 2003, including an assessment of CAPNET—the legislative branch's shared fiber-optic network.

ITS began assessing the current state of the CAPNET fiber infrastructure, equipment, bandwidth, and connectivity, as well as discovering future application requirements and reporting the findings and recommendations for a new network design and operating model. The In-Building Wireless Project began and will provide a wireless system covering 4 million square feet in three Library buildings on Capitol Hill. A \$5.5 million project was also initiated to plan and implement a new public address system in the Library's Capitol Hill buildings. That system will provide improved communications to Library of Congress staff and visitors.

The Information Center Team (ICT), along with the Telecommunications Team (TT), planned and implemented a contract for replacement technology support. The contract provided thirty-five highly qualified professionals with extensive experience relevant to the ITS infrastructure. With the assistance of this talented staff, ITS was able to ensure seamless continuity of operations and to implement innovative technology-based improvements to achieve a low-risk modernization and user-focused operation for the Library's network services, workstation support, technical support services, data network service, and help desk support.

The ITS hotline assigned 11,921 tickets containing requests and problem reports. Conversion from Token Ring to Fast Ethernet technology was completed in the Madison Building.

To provide the Library with an opportunity to maintain end-user workstations with up-to-date virus protection for computers and to configure and enforce policies for virus management, ICT began implementing a system that allows centralized management of malicious threat protection.

During fiscal 2003, ICT continued its efforts to migrate workstations away from early versions of the Microsoft Windows operating system. Working with automation staff members throughout the Library, ICT successfully coordinated the collection of workstation configuration information, assisted or resolved software configuration incompatibilities, and provided or assisted in configuring software applications and installing workstations.

ICT improved end users' knowledge of skills involving computer and software applications. ICT also identified trends in problem calls to the ITS hotline. When user error was at fault, ICT created a training program. For example, when data shares on the Windows servers began to reach capacity, the ICT developed and offered a data management course. Training on the Library's core software applications was provided at no cost to the service units. Training activities included identifying training requirements, developing course instruction, preparing course materials, scheduling classrooms,

preparing training equipment, and instructing the class. Customized training was offered to individuals and groups. In fiscal 2003, the ICT offered ten courses and trained more than 530 staff members.

The ICT provides audiovisual services to the Library and its constituents, including multimedia presentations involving a variety of software and live Internet, both in the Architect of the Capitol's office, where the ceiling-mounted projector was upgraded, and throughout the Library's conference and presentation rooms. As an example, the audiovisual team served more than seventy-five congressional events in the Members Room this fiscal year. The team is equipped with a fleet of multimedia PCs, data projectors, plasma screens, VCRs, DVD players, a public address system, and assorted other audiovisual equipment. The ICT is also responsible for videoconferencing and, in preparation for increased demand, purchased a Polycom iPower 9800 videoconferencing unit.

ITS staff managed the production of the 2003 *Library of Congress Telephone Directory*, and it regularly updated the online Searchable Employee Directory. Library telephone operators, often the first nonrecorded voices that public callers hear, responded to 67,381 telephone calls by fielding general inquiries from the public and by assisting callers in identifying the department or staff member who can help them.

WebTA, an automated time and attendance system, was successfully introduced into ITS, and it significantly reduced clerical support needs. ITS continues to maintain the system and to support Human Resources Services in its rollout of the technology across the Library.

This year saw the implementation of a Library-wide Crystal Enterprise environment that would manage and schedule automated reports on Library database systems. This environment is now used to support reports for major systems for each service unit and support unit. The ITS staff worked with users and automation liaisons in each program area to establish best practices for report development procedures, data management, life-cycle management, security procedures, and risk management. By using similar system life-cycle and project management practices, ITS expects to expand its capabilities of options for database interfaces.

The REMEDY team continued to support existing production systems, such as the Work Reporting System. In addition, team members are developing new tracking systems for the following offices and programs: Law Library, Safety Services, Facility Services, car pools, Congressional Relations Office, Office of Security and Emergency Preparedness, and Dispute Resolution Center.

High-resolution services for digital imaging throughout all Library of Congress divisions and digital conversion projects were delivered by the Digital Scan Center. Major

scanning projects during fiscal 2003 included the large, fragile, 200-year-old Inoh maps of Japan for the Japanese National Library; the Tissandier Collection documenting the early history of aeronautics for the Prints and Photographs online catalog; the 9/11 exhibition, *Witness and Response: September 11 Acquisitions at the Library of Congress*; ancient and fragile manuscripts from Mali for *Ancient Manuscripts from the Desert Libraries of Timbuktu*; a wide variety of materials, including the Waldseemüller map; and *Rivers, Edens, Empires: Lewis & Clark and the Revealing of America*. Another project of particular interest was the scanning of the first U.S. Senate Ledger at the request of the Senate historian. The volume was discovered just before demolition work began for the Capitol Visitor Center.

The Digital Scan Center (DSC) continued to support digital conversion projects such as the Veterans History Project, the International Children's Digital Library, *I Hear America Singing*, and the Naxi manuscript collection from China. A high-volume digital scanner for bound volumes was put into production, and numerous ongoing scanning projects were served. The DSC mounted five new exhibitions on the Library's Web site and updated three continuing exhibitions (see also Appendix G: Online Collections and Exhibitions). During the fiscal year, DSC completed 29,350 scans. The Library's Exhibitions Web site increased in popularity during fiscal 2003, with more than 30 million more transactions recorded than in the previous fiscal year.

Service to the Americans with Disabilities Act (ADA) and American Sign Language (ASL) program was enhanced through the use of technology. ADA accommodation capabilities were strengthened by analyzing, selecting, and ordering sufficient ADA equipment to support first-day-at-work accommodations for staff members who are physically challenged. The potential was established for Web-based ASL video interpretation by demonstrating that Webcams and the Internet can effectively communicate using ASL.

ITS selected and acquired a computer network-based replacement for teletype machines to provide better communication capabilities for staff members and patrons who are deaf. Software implementing the improved JPEG2000 standard for still graphics was tested and demonstrated in preparation for future use to display items from Library collections, including maps and pictures.

During fiscal 2003, the Library continued expanding protections to its digital assets. A Library-wide working group drafted a new information technology security policy. The National Security Agency performed a risk assessment of the Library's network and the

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ITS-held digital assets. Service and support units continued to be heavily involved through the Computer Security Coordination Group.

The ITS security team provided extensive technical and administrative support to address new security challenges presented by the Library's Telework pilot. Technical support was also provided for new wireless and TTY-LAN initiatives. Security awareness training was offered online and at new-employee orientations. Access to the online module was requested by other organizations after security team members briefed federal agencies. An active awareness campaign included a successful celebration of Computer Security Day with Dan Verton of ComputerWorld, brown-bag lunchtime briefings, *Gazette* articles, and a continually expanding Web site. Online professional security training was made available to service units throughout the Library.

Threat surveillance and selective distribution of alerts and advisories were extended to twenty-four hours a day, seven days a week. Auditing of ITS servers was initiated. Significant upgrades were made to the enterprise firewall, including use of new, stronger encryption standards. Additional firewalls were deployed in the Library's overseas offices in Nairobi and Islamabad, plus in the ITS test lab. New Virtual Private Network tunnels now provide the New Delhi office with secure access to Cairo and Islamabad offices.

To ensure continuity of operations, ITS—working closely with information technology specialists across the legislative branch—developed an architecture and had all the components assembled to provide an Alternate Computing Facility (ACF) for the Library. With no increase in staffing levels and with only a minimum of expert consulting services, systems engineering staff members designed and constructed this secure computing facility. All of the Library's high-priority applications will be mirrored in a remote location in case of disaster in the Library's Madison Building data center. All primary servers, storage, and backup systems have been replicated at the alternate facility. Combined with the remote storage of all of the Library's enterprise-level digital data in backup tape format, this computing facility will provide for rapid return to service, with entirely up-to-date data. As an additional enhancement to systems survivability, systems engineering staff members are now routinely scheduled to work at home and at the ACF. Thus, experienced staff members will be available to support mission-critical systems in a catastrophic event on Capitol Hill.

A system development life-cycle (SDLC) methodology was created and implemented for ITS. SDLC is an overall, structured process for developing information systems. A Web site that includes the SDLC content material, a glossary, templates and samples of document deliverables, and reference information was launched. The use of SDLC, combined

with a renewed emphasis on project management methodologies, will help ITS continue its mission of efficiently developing and procuring systems for the Library.

The ITS Oracle Database Administration Team continued to provide critical database support services for more than forty mission-critical Library systems, including backup and recovery, security, database software updates and patches, and 24/7 database monitoring and support. The team also provided support for several major ITS development projects, including COINS, CIS, CORDS, WebTA, and the Financial Reporting System.